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L. L. S.
SECRETARIES

Preliminary Financial and Statistical Report
of
The Northfield Schools (Incorporated)

August 1, 1919, to July 31, 1920

THE NORTHFIELD SCHOOLS

ASSETS, AUGUST 1, 1920

	Mt. Hermon	Seminary	Schools	Totals
Buildings	\$ 843,184.91	\$1,075,699.72	\$1,918,884.63
Land	28,732.21	75,516.87	104,249.08
Rights of way	201.34	201.34
Equipment, general	78,706.73	96,470.32	175,177.05
Equipment, farm	45,863.35	43,788.51	89,651.86
Equipment, conferences	12,658.59	12,658.59
Heating and lighting conduits	34,607.47	39,267.56	73,875.03
Roads and grading, first cost	34,796.55	28,763.82	63,560.37
Waterworks and sewers..	18,577.72	27,361.27	45,938.99
Water rights	4,100.00	2,200.00	6,300.00
Endowment investments .	744,494.64	636,676.18	254,869.55	1,636,040.37
Endowment cash, treasurer	5,095.40	1,795.48	10,915.85	17,806.73
Palmer trust investments	112,371.70	112,371.70
Palmer trust cash, treas.	3,459.19	3,459.19
Debt fund cash	29,950.00	29,950.00
General material	40,838.24	30,410.44	71,248.68
Accounts receivable	2,764.86	37,927.24	40,692.10
Prepaid insurance	6,218.80	8,731.01	14,949.81
Prepaid interest	1,057.78	1,057.78
Cash, treas., general acc't.	7,174.64	7,174.64
Cash, asst. treas., general account	23,890.89	23,890.89
Cash, cashier, general account	4,829.17	526.37	5,355.54
Cash, cashier, student deposits	3,665.98	2,039.48	5,705.46
	<hr/> \$1,896,677.37	<hr/> \$2,119,832.86	<hr/> \$443,689.60	<hr/> \$4,460,199.83
<i>General Income, Deficit</i>				<i>36,415.36</i>
				<hr/> \$4,496,615.19

THE NORTHFIELD SCHOOLS

LIABILITIES, AUGUST 1, 1920

	Mt. Hermon	Seminary	Schools	Totals
The Northfield Schools..	\$1,088,770.28	\$1,401,726.66	\$2,490,496.94
Prize funds	2,116.64	1,010.00	3,126.64
Scholarship funds	76,573.47	157,575.61	234,149.08
H. and G. H. Smith memorial fund	324.87	324.87
Field estate fund	1,102.14	1,102.14
Silliman Hall fund.....	15,748.07	15,748.07
Fulton loan fund	1,295.00	1,295.00
Y. M. C. A. building fund	4,097.66	4,097.66
Dr. Sander's benevolent fund	6,065.10	6,065.10
Funds, income to others for a time	99,610.25	26,306.90	5,057.50	130,974.65
General endowment	545,138.59	419,418.64	225,898.68	1,190,455.91
Unrestricted legacies ...	3,583.35	29,105.41	33,819.22	66,507.98
George S. Palmer trust fund	115,830.89	115,830.89
Debt fund	29,950.00	29,950.00
Income from special funds, unexpended ...	2,688.54	2,688.54
Special donations, unex- pended	1,260.69	1,548.56	2,809.25
Student deposits	3,665.98	2,039.48	5,705.46
Trade vouchers	41,791.41	26,590.73	68,382.14
Other accounts payable..	9,589.39	17,073.36	242.12	26,904.87
Notes payable	100,000.00	100,000.00
	\$1,897,356.33	\$2,087,450.45	\$511,808.41	\$4,496,615.19

THE NORTHFIELD SCHOOLS

INCOME FOR YEAR ENDING JULY 31, 1920

<i>Term Fees:</i>	Mt. Hermon	Seminary	Schools	Totals
Board and tuition, general..	\$139,739.44	\$113,699.20	\$253,438.64
Tuition, music fees	3,875.05	3,875.05
Hospital fees	4,209.00	2,862.00	7,071.00
Doctor fees	701.50	701.50
Gymnasium fees	2,728.00	1,437.00	4,165.00
Laundry fees	5,413.50	5,251.78	10,665.28
Enrollment fees	3,625.00	2,665.00	6,290.00
Work hour	18,475.14	9,467.95	27,943.09
Endowment income, net	30,485.29	26,545.71	12,701.18	69,732.18
Harris building income
Donations from former students	17,238.21	3,884.49	} 88,535.33	112,831.92
Donations from others	2,774.89	399.00		
Pine Grove rentals	262.97	262.97
Post office rental, net	143.49	143.49
Cottage rentals, net	509.31	509.31
Interest on bank balance	149.77	126.37	143.26	419.40
	<hr/>	<hr/>	<hr/>	<hr/>
	\$225,683.23	\$169,967.21	\$101,379.77	\$497,030.21
<i>Excess of Expenses over Income</i>				<i>26,653.73</i>
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				\$523,683.94

THE NORTHFIELD SCHOOLS

OPERATING EXPENSES FOR YEAR ENDING JULY 31, 1920

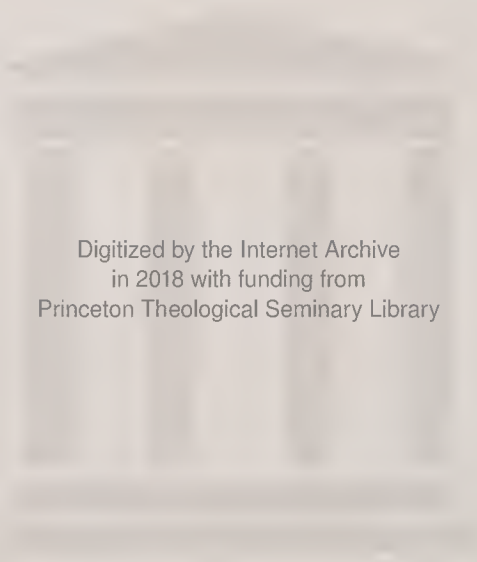
<i>General Expenses:</i>	Mt. Hermon	Seminary	Schools	Totals
Salaries	\$ 19,450.88	\$ 18,305.05	\$ 37,755.93
Printing and office supplies ..	2,612.35	3,037.19	5,649.54
Postage	729.39	625.80	1,355.19
Traveling expenses	244.24	599.38	843.62
Insurance	3,707.36	3,313.79	7,021.15
Upkeep of officers' houses ..	581.00	2,080.29	2,661.29
Solicitation	15,834.07	12,710.95	28,545.02
Telephone and telegraph	732.82	1,126.74	1,859.56
Expense of office buildings..	1,586.83	2,832.66	4,419.49
Miscellaneous	1,383.89	2,480.41	3,864.30
Totals	\$ 46,862.83	\$ 47,112.26	\$ 93,975.09
 <i>Instruction:</i>				
Salaries	56,539.66	49,086.75	105,626.41
Supplies	350.20	786.95	1,137.15
Labor	4,919.51	2,092.29	7,011.80
Heat and light	13,908.43	6,350.59	20,259.02
Maintenance, buildings	6,268.34	930.56	7,198.90
Maintenance, equipment	1,192.71	1,198.77	2,391.48
Speakers	782.90	1,091.28	1,874.18
Music department (except salaries)	1,724.95	1,724.95
Thomson place	763.71	763.71
Wicker place	86.74	86.74
Miscellaneous	377.79	233.29	611.08
Totals	\$ 84,339.54	\$ 64,345.88	\$148,685.42
 <i>Boarding:</i>				
Provisions	\$ 83,319.84	\$ 51,184.51	\$134,504.35
Labor	22,529.58	22,328.33	44,857.91
Heat and light	16,493.84	15,947.50	32,441.34
Maintenance, buildings	9,577.24	2,644.03	12,221.27
Maintenance, equipment	8,689.19	4,721.72	13,410.91
House laundry	3,562.53	757.02	4,319.55
Miscellaneous	23.42	162.98	186.40
Totals	\$144,195.64	\$ 97,746.09	\$241,941.73

	Mt. Hermon	Seminary	Schools	Totals
Maintenance, grounds	\$ 5,855.73	\$ 5,268.55	\$ 11,124.28
Maintenance, water	3,758.99	321.29	3,437.70
Hospital (see also fees)	6,770.03	4,754.34	11,524.37
Campus wagon	2,221.73	1,875.31	4,097.04
Steam laundry (see also fees)..	4,147.02	10,593.99	14,741.01
Farm account, net	24,033.55	7,556.00	16,477.55
Farm shop account, net	248.44	1,392.85	1,144.41
Carpenter shop, net	883.31	947.73	64.42
John Sutherland place, net	260.17	260.17
Lecture course, net	50.96	56.17	5.21
Interest	3,330.26	3,330.26
Auto trucks operating, net	159.20	159.20
Record of Christian Work	6,000.00	6,000.00
Totals	\$ 2,360.84	\$ 32,271.48	\$9,171.06	\$ 39,081.70
Grand totals	\$273,037.17	\$241,475.71	\$9,171.06	\$523,683.94

THE NORTHFIELD SCHOOLS

STATISTICS

<i>Mount Hermon School</i>	<i>1919</i>	<i>1920</i>
Number of school weeks in fiscal year, 3 terms	43½	45
Hours worked by students (work hour)	207,402	224,115
Value of work hour	\$17,030.97	\$18,475.14
Average number of students	419.55	477.06
Average number of student boarders	372.76	421.87
Average number of students in hospital	13.06	10.08
Total expenses for year	\$228,646.52	\$277,622.70
Average cost per student for year	544.98	581.94
Average revenue from students	329.21	366.60
Deficit in student revenue per student	215.77	215.34
Average cost per student per week	12.53	12.93
Average cost per student, general expenses	92.13	98.23
Average cost per student, instruction	171.85	176.79
Average cost per student, boarding (boarders only) ..	259.56	341.30
Average cost per student, boarding, per week (board- ers only)	5.96	7.60
Average cost per student, provisions, per week	3.43	4.39
 <i>Seminary</i>	 <i>1919</i>	 <i>1920</i>
Number of school weeks in fiscal year	33½	36
Hours worked by students (work hour)	114,040	117,985
Value of work hour	\$9,123.18	\$9,467.95
Average number of students	461.08	501.54
Average number of student boarders	429.20	428.48
Average number of students in hospital	5.40	6.27
Total expenses for year	\$199,639.66	\$246,061.24
Average cost per student for year	432.98	490.61
Average revenue from students	218.58	277.66
Deficit in student revenue per student	214.40	212.95
Average cost per student per week	12.93	13.63
Average cost per student, general expenses	89.23	93.93
Average cost per student, instruction	120.67	128.30
Average cost per student, boarding (boarders only)	198.75	228.12
Average cost per student, boarding, per week (board- ers only)	5.93	6.33
Average cost per student, provisions, per week	3.06	3.32



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Preliminary Financial and Statistical Report
of

The Northfield Schools (Incorporated)

August 1, 1920, to July 31, 1921

THE NORTHFIELD SCHOOLS

ASSETS, AUGUST 1, 1921

	Mt. Hermon	Seminary	Schools	Totals
Buildings	\$ 843,209.95	\$1,074,359.86	\$1,917,569.81
Land	28,732.21	76,519.75	105,251.96
Rights of way	201.34	201.34
Equipment, general	81,427.15	96,462.87	177,890.02
Equipment, farm	46,754.05	45,009.31	91,763.36
Equipment, conferences	13,066.87	13,066.87
Heating and lighting conduits	33,464.48	38,120.31	71,584.79
Roads and grading, first cost	34,796.55	28,763.82	63,560.37
Waterworks and sewers ..	19,761.25	26,863.12	46,624.37
Water rights	4,100.00	2,200.00	6,300.00
Endowment investments .	749,322.14	654,343.86	358,257.30	1,761,923.30
Endowment cash, treasurer	793.65	4,222.57	3,375.25	8,391.47
Palmer trust investments	168,169.50	168,169.50
Palmer trust cash, treas.	4,807.63	4,807.63
General material	39,028.66	27,748.64	66,777.30
Accounts receivable	2,569.07	13,771.54	16,340.61
Prepaid insurance	5,700.06	9,000.02	14,700.08
Prepaid interest
Cash, treas., general acc't	3,922.96	3,922.96
Cash, asst. treas., general account	23,496.68	23,496.68
Cash, cashier, general account	12,107.16	4,971.19	17,078.35
Cash, cashier, student deposits	3,793.65	1,749.31	5,542.96
	\$1,905,761.37	\$2,117,173.04	\$562,029.32	\$4,584,963.73

THE NORTHFIELD SCHOOLS

LIABILITIES, AUGUST 1, 1921

	Mt. Hermon	Seminary	Schools	Totals
The Northfield Schools ..	\$1,092,446.98	\$1,401,365.91	\$2,493,812.89
Prize funds	2,116.64	200.00	1,010.00	3,326.64
Scholarship funds	81,573.47	160,075.61	241,649.08
H. and G. H. Smith memorial fund	324.87	324.87
Field estate fund	1,102.14	1,102.14
Silliman Hall fund	16,150.57	16,150.57
Fulton loan fund	1,295.00	1,295.00
Y. M. C. A. building fund	4,281.41	4,281.41
Dr. Sanders' benevolent fund	6,357.60	6,357.60
Margaret Slattery fund	5,000.00	5,000.00
Funds, income to others for a time	99,610.25	26,306.90	14,895.00	140,812.15
General endowment	540,078.09	434,364.92	314,452.08	1,288,895.09
Unrestricted legacies	3,583.35	26,261.40	31,275.47	61,120.22
George S. Palmer trust fund	172,977.13	172,977.13
Income from special funds unexpended	2,175.64	453.63	2,629.27
Special donations unex- pended	1,012.74	1,548.79	2,561.53
Student deposits	3,793.65	1,749.31	5,542.96
Trade vouchers	29,453.23	22,365.47	51,818.70
Other accounts payable ..	14,421.86	2,840.76	6.49	17,269.11
	\$1,893,419.89	\$2,088,890.30	\$534,616.17	\$4,516,926.36
<i>General Income, Surplus</i>				68,037.37
				\$4,584,963.73

THE NORTHFIELD SCHOOLS

INCOME FOR YEAR ENDING JULY 31, 1921

<i>Term Fees:</i>	Mt. Hermon	Seminary	Schools	Totals
Board and tuition, general .	\$176,471.18	\$145,011.31	\$321,482.49
Tuition, music fees	6,624.02	6,624.02
Hospital fees	4,359.00	2,852.00	7,211.00
Doctor fees	726.50	726.50
Gymnasium fees	2,680.00	1,439.50	4,119.50
Laundry fees	6,002.25	5,210.66	11,212.91
Enrollment fees	3,350.00	2,635.00	5,985.00
Work hour	32,732.98	17,523.01	49,255.99
Endowment income, net	29,207.75	23,171.70	15,539.87	67,919.32
Harris building income	466.67	233.33	700.00
Donations from former students	20,738.19	4,880.00	{ 94,432.33	122,637.61
Donations from others	1,653.09	934.00		
Pine Grove rentals	248.01	248.01
Post office rental, net	190.19	190.19
Cottage rentals, net	325.37	325.37
Interest on balance, First Nat'l Bank	239.63	376.74	266.91	883.28
Auto truck income, net	606.01	606.01
	<hr/>	<hr/>	<hr/>	<hr/>
	\$278,817.43	\$211,464.65	\$110,845.12	\$601,127.20
<i>Excess of Expense over Income</i>				8,187.93
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				\$609,315.13

THE NORTHFIELD SCHOOLS

OPERATING EXPENSES FOR YEAR ENDING JULY 31, 1921

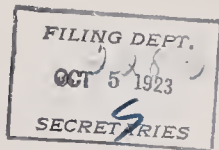
<i>General Expenses:</i>	Mt. Hermon	Seminary	Schools	Totals
Salaries	\$20,533.90	\$18,345.23	\$38,879.13
Printing and office supplies ..	2,613.32	3,714.67	6,327.99
Postage	632.96	655.02	1,287.98
Traveling expenses	563.72	509.15	1,072.87
Insurance	4,268.82	4,210.16	8,478.98
Upkeep of officers' houses ...	288.07	2,861.80	3,149.87
Solicitation	13,659.59	12,007.29	25,666.88
Telephone and telegrams	807.52	1,100.05	1,907.57
Expense of office buildings ..	1,993.24	3,785.63	5,778.87
Miscellaneous	2,403.73	3,332.38	4,736.11
Totals	\$47,764.87	\$50,521.38	\$98,286.25
 <i>Instruction:</i>				
Salaries	\$60,845.11	\$54,993.43	\$115,838.54
Supplies	660.60	560.33	1,220.93
Labor	6,381.07	2,626.17	9,007.24
Heat and light	17,112.57	10,054.55	27,167.12
Maintenance, buildings	7,370.82	1,262.31	8,633.13
Maintenance, equipment	1,775.86	1,564.76	3,340.62
Speakers	1,101.22	1,343.07	2,444.29
Music department (except salaries)	2,706.03	2,706.03
Thomson place	2,252.27	2,252.27
Wicker place	138.82	138.82
Miscellaneous	414.38	422.99	837.37
Totals	\$95,661.63	\$77,924.73	\$173,586.36
 <i>Boarding:</i>				
Provisions	\$77,457.36	\$58,008.06	\$135,465.42
Labor	27,958.34	32,143.80	60,102.14
Heat and light	17,674.83	21,766.69	39,441.52
Maintenance, buildings	6,618.36	4,218.51	10,836.87
Maintenance, equipment	6,705.47	7,222.13	13,927.60
House laundry	4,513.07	1,254.63	5,767.70
Miscellaneous	32.34	372.05	404.39
Totals	\$140,959.77	\$124,985.87	\$265,945.64

	Mt. Hermon	Seminary	Schools	Totals
Maintenance, grounds	\$4,893.77	\$6,018.14	\$10,911.91
Maintenance, water	5,331.92	819.01	4,512.91
Hospital (see also fees)	6,709.72	5,335.78	12,045.50
Campus wagon	2,067.75	2,423.16	4,490.91
Steam laundry (see also fees) ..	1,691.60	10,175.33	11,866.93
Farm account, net	14,643.12	3,011.58	17,654.70
Farm shop account, net	2.66	695.82	698.48
Carpenter shop, net	4,386.59	212.57	4,599.16
John Sutherland place, net	33.89	33.89
Lecture course, net	148.82	41.82	107.00
Interest	1,497.49	1,497.49
Special aid to students	292.00	292.00
Record of Christian Work deficit	3,000.00	3,000.00
Totals	\$39,870.31	\$27,129.08	\$4,497.49	\$71,496.88
Grand totals	\$324,256.58	\$280,561.06	\$4,497.49	\$609,315.13

THE NORTHFIELD SCHOOLS

STATISTICS

<i>Mount Hermon School</i>	<i>1920</i>	<i>1921</i>
Number of school weeks in fiscal year, 3 terms	45	45
Hours worked by students (work hour)	224,115	218,191
Value of work hour (rate changed, 1921)	\$18,475.14	\$32,732.98
Average number of students	477.06	478.50
Average number of student boarders	421.87	414.69
Average number of students in hospital	10.08	7.2
Total expenses for year	\$277,622.70	\$326,505.33
Average cost per student for year	581.94	682.35
Average revenue from students	366.60	472.98
Deficit in student revenue per student	215.34	209.37
Average cost per student per week	12.93	15.16
Average cost per student, general expenses	98.23	99.82
Average cost per student, instruction	176.79	199.92
Average cost per student, boarding (boarders only) ...	341.80	339.91
Average cost per student, boarding, per week (boarders only)	7.60	7.55
Average cost per student, provisions (per week)	4.39	4.15
<i>Seminary</i>	<i>1920</i>	<i>1921</i>
Number of school weeks in fiscal year, 2 terms	36	36
Hours worked by students (work hour)	117,985	116,820
Value of work hour (rate changed, 1921)	\$9,467.95	\$17,523.01
Average number of students	501.54	498.63
Average number of student boarders	428.48	425.73
Average number of students in hospital	6.27	3.97
Total expenses for year	\$246,061.24	\$282,809.80
Average cost per student for year	490.61	567.17
Average revenue from students	277.66	363.59
Deficit in student revenue per student	212.95	203.58
Average cost per student per week	13.63	15.75
Average cost per student, general expenses	93.93	101.32
Average cost per student, instruction	128.30	156.28
Average cost per student, boarding (boarders only) ...	228.12	293.58
Average cost per student, boarding, per week (boarders only)	6.33	8.15
Average cost per student, provisions, per week	3.32	3.78



Preliminary Financial and Statistical Report
of
The Northfield Schools (Incorporated)

August 1, 1922, to July 31, 1923

THE NORTHFIELD SCHOOLS

ASSETS, AUGUST 1, 1923

	Hermon	Seminary	Schools	Combined
<i>1. Plant Assets:</i>				
Buildings	\$ 857,479.09	\$1,088,050.84	\$1,945,529.93
Heating and lighting conduits	31,710.19	36,734.41	68,444.60
Land	33,217.21	87,886.46	121,103.67
Rights of way	201.34	201.34
Roads and grading, first cost	34,796.55	28,763.82	63,560.37
Waterworks and sewers .	28,351.72	26,326.61	54,678.33
Water rights	4,100.00	2,200.00	6,300.00
Equipment, general	86,356.15	88,574.19	174,930.34
Equipment, farm	46,374.30	50,100.86	96,475.16
Equipment, conferences	13,142.20	13,142.20
Total invested in plant	1,122,586.55	1,421,779.39	2,544,365.94
Securities, Y. M. C. A. building fund	3,927.35	3,927.35
Cash Y. M. C. A. building fund	721.56	721.56
Adv. Payment on Chapel Chimes	3,251.50	3,251.50
Cash, Chapel Chimes fund	7,010.17	7,010.17
Total plant assets	1,127,235.46	1,432,041.06	2,559,276.52
<i>2. and 3. Investment of Endowment and Unrestricted Legacies:</i>				
Invested	776,335.29	693,653.20	434,855.42	1,904,843.91
Cash awaiting investment	1,739.22	451.79	1,043.20	1,147.81
Total	778,074.51	694,104.99	433,812.22	1,905,991.72
<i>4. Geo. S. Palmer Trust Assets:</i>				
Invested in securities	229,627.00	229,627.00
Palmer Building, prelim. plans	1,227.51	1,227.51

	Hermon	Seminary	Schools	Combined
Cash awaiting investment	5,078.12	5,078.12
Total Palmer trust assets	235,932.63	235,932.63
<i>5. Current Assets:</i>				
Cash for special purposes				
Income special funds	2,937.25	1,185.95	4,123.20
Special donations	1,352.37	2,244.39	3,596.76
Student deposits	3,189.93	1,531.45	4,721.38
Total for special purposes	7,479.55	4,961.79	12,441.34
Cash for general purposes	4,914.47	6,562.49	16,985.90	28,462.86
Accounts receivable	5,230.68	19,308.06	24,538.74
General material	43,060.43	34,547.29	77,607.72
Insurance premiums, unexpired	6,292.80	9,056.18	15,348.98
Total current assets	66,977.93	74,435.81	16,985.90	158,399.64
Total assets	\$1,972,287.90	\$2,200,581.86	\$686,730.75	\$4,859,600.51

THE NORTHFIELD SCHOOLS

LIABILITIES, AUGUST 1, 1923

1. <i>Plant Funds:</i>	Hermon	Seminary	Schools	Combined
Invested in plant	\$1,122,586.55	\$1,421,779.39	\$2,544,365.94
Y. M. C. A. building fund	4,648.91	4,648.91
Sage Chapel chimes fund	10,261.67	10,261.67
	<hr/>			
Total plant funds	1,127,235.46	1,432,041.06	2,559,276.52
	<hr/>			
2. <i>Endowment Funds:</i>				
<i>Restricted</i>				
Scholarship funds	81,573.47	177,725.61	259,299.08
Prize funds	2,670.00	200.00	1,010.00	3,880.00
Smith memorial fund .	324.87	324.87
Field estate fund	1,102.14	1,102.14
Silliman fund	17,200.57	17,200.57
Fulton loan fund	1,295.00	1,295.00
Sander's benevolent fund	6,942.60	6,942.60
Lucy Merwin fund	4,736.28	4,736.28
Margaret Slattery fund	5,000.00	5,000.00
	<hr/>			
Total restricted	104,166.05	194,604.49	1,010.00	299,780.54
General	564,114.86	436,966.43	385,435.25	1,386,516.54
Funds, income to others .	104,210.25	29,596.90	14,875.00	148,682.15
	<hr/>			
Total endowments	772,491.16	661,167.82	401,320.25	1,834,979.23
	<hr/>			
3. <i>Unrestricted Legacies:</i>				
Treated like endowment until otherwise used ..	5,583.35	32,937.17	32,491.97	71,012.49
Total endowment and unrestricted legacies	778,074.51	694,104.99	433,812.22	1,905,991.72
	<hr/>			
4. <i>Plant and endowment fund to be divided</i>				
Geo. S. Palmer trust	235,932.63	235,932.63
	<hr/>			
5. <i>Current Liabilities:</i>				
Income of special funds .	2,937.25	1,185.95	4,123.20
Special donations	1,352.37	2,244.39	3,596.76

	Hermon	Seminary	Schools	Combined
Student deposits	3,189.93	1,531.45	4,721.38
Total for special purposes	<u>7,479.55</u>	<u>4,961.79</u>	<u>12,441.34</u>
Notes payable				
Trade vouchers	13,167.54	12,043.91	25,211.45
Other accounts payable .	8,085.54	1,614.90	19.13	9,719.57
Surplus	<u>38,245.30</u>	<u>55,815.21</u>	<u>16,966.77</u>	<u>111,027.28</u>
Total	<u>66,977.93</u>	<u>74,435.81</u>	<u>16,985.90</u>	<u>158,399.64</u>
Total liabilities	\$1,972,287.90	\$2,200,581.86	\$686,730.75	\$4,859,600.51

THE NORTHFIELD SCHOOLS
OPERATING INCOME FOR YEAR ENDING JULY 31, 1923

From Students

<i>Term Fees:</i>	Hermon	Seminary	Schools	Combined
Board and tuition	\$153,224.83	\$139,757.70	\$292,982.53
Music fees	6,476.25	6,476.25
Hospital fees	3,870.00	2,766.00	6,636.00
Doctor fees	645.00	645.00
Gymnasium fees	2,342.00	1,383.00	3,725.00
Laundry fees	5,232.25	4,993.85	10,226.10
Enrollment fees	2,940.00	2,690.00	5,630.00
Work hour	24,323.46	14,138.81	38,462.27
	<hr/>	<hr/>	<hr/>	<hr/>
Total from students ...	192,577.54	172,205.61	364,783.15
Endowment income	27,134.09	26,092.80	24,027.58	77,254.47
Donations				
Through Alumni Office	*22,152.80	6,577.00		
Through Main Office	373.50	689.20	96,804.78	} 126,597.28
Interest on balances, First				
National	346.47	447.64	278.67	1,072.78
Pine Grove rentals	239.30	239.30
Cottage rentals, net	1,031.84	1,031.84
Post Office rental, net	242.78	242.78
Movies, net	74.93	74.93
Bookstore	1,000.00	1,000.00
	<hr/>	<hr/>	<hr/>	<hr/>
	\$242,827.18	\$206,294.64	\$121,111.03	\$570,232.85

* \$24,652.80 less \$2,500.00—used by Alumni Office for Quarterly, postage, printing, etc.

THE NORTHFIELD SCHOOLS

OPERATING EXPENSES FOR YEAR ENDING JULY 31, 1923

<i>General Expenses:</i>	Hermon	Seminary	Schools	Combined
Salaries	\$ 18,261.12	\$ 19,851.27	\$ 38,112.39
Printing and office supplies ...	1,557.84	2,561.54	4,119.38
Postage	289.29	649.74	939.03
Traveling expenses	364.98	820.80	1,185.78
Insurance	4,286.27	4,331.07	8,617.34
Upkeep of officers' houses ...	348.77	5,473.38	5,822.15
Solicitation	11,257.30	12,065.68	23,322.98
Advertising	4,237.19	3,974.84	8,212.03
Telephone and telegrams	977.16	1,351.67	2,328.83
Expense of office buildings ...	2,930.43	3,405.90	6,336.33
Miscellaneous	2,485.68	5,420.77	7,906.45
Totals	\$ 46,996.03	\$ 59,906.66	\$106,902.69
<i>Instruction:</i>				
Salaries	\$ 62,068.63	\$ 61,404.96	\$123,473.59
Supplies	567.44	1,224.52	1,791.96
Labor	5,689.09	2,754.77	8,443.86
Heat and light	16,039.09	11,209.17	27,248.26
Maintenance, buildings	7,381.55	972.28	8,353.83
Maintenance, equipment	1,512.68	1,303.99	2,816.67
Speakers	608.50	654.57	1,263.07
Music department (except salaries)	1,477.81	1,477.81
Thomson place	1,593.14	1,593.14
Wicker place	154.95	154.95
Miscellaneous	270.77	370.31	641.08
Totals	\$ 94,137.75	\$ 83,120.47	\$177,258.22
<i>Boarding:</i>				
Provisions	\$ 57,664.45	\$ 46,197.60	\$103,862.05
Labor	22,361.68	28,735.43	51,097.11
Heat and light	16,516.93	18,915.02	35,431.95
Maintenance, buildings	5,492.37	7,223.76	12,716.13
Maintenance, equipment	3,508.09	5,433.65	8,941.74
House laundry	3,542.85	1,755.04	5,297.89
Miscellaneous	4.72	347.24	342.52
Totals	\$109,081.65	\$108,607.74	\$217,689.39

	Hermon	Seminary	Schools	Combined
Maintenance, grounds	6,266.97	6,873.25	13,140.22
Maintenance, water	5,510.77	624.70	4,886.07
Hospital (see also fees)	6,468.64	6,436.20	12,904.84
Campus trucking	1,816.83	2,822.00	4,638.83
Steam laundry (see also fees) ...	4,730.05	8,231.79	3,501.74
Farm account, net (see detail sheet)	4,953.92	4,529.37	9,483.29
Farm shop account, net	81.70	1,103.45	1,021.75
Carpenter shop, net	210.62	2,520.03	2,309.41
Birthplace, net	998.98	998.98
Lecture course, net	119.17	54.85	64.32
Interest	186.85	186.85
Special aid to students	268.00	334.00	602.00
John Sutherland place, net	29.25	29.25
Carrying Mail	235.63	235.63
	<hr/>	<hr/>	<hr/>	<hr/>
Totals	\$ 20,617.56	\$ 33,198.77	\$186.85	\$ 54,003.18
Grand totals	\$270,832.99	\$284,833.64	\$186.85	\$555,853.48
<i>Excess income over expenses</i>				<i>14,379.37</i>
				<hr/>
				\$570,232.85

THE NORTHFIELD SCHOOLS

STATISTICS

	1922	1923
<i>Mount Hermon School</i>		
Number of school weeks in fiscal year, 3 terms	45	45
Hours worked by students (work hour)	209,350	191,795
Value of work hour	\$26,423.75	\$24,323.46
Average number of students	462.19	416.85
Average number of student boarders	392.80	355.46
Average number of students in hospital	8.29	5.35
Total expenses for year	\$287,839.08	\$270,926.41
Average cost per student for year	622.77	649.94
Average revenue from students	452.32	461.98
Deficit in student revenue per student	170.45	187.96
Average cost per student, per week	13.84	14.44
Average cost per student, general expense	109.02	112.74
Average cost per student, instruction	200.56	225.83
Average cost per student, boarding (boarders only)	309.89	306.87
Average cost per student, boarding per week (boarders only)	6.89	6.82
Average cost per student, provisions, per week (boarders only)	3.69	3.60
<i>Northfield Seminary</i>		
Number of school weeks in fiscal year, 2 terms	36	36
Hours worked by students (work hour)	116,186	113,110
Value of work hour	\$14,523.34	\$14,138.81
Average number of students	505.52	480.06
Average number of student boarders	421.99	407.93
Average number of students in hospital	5.74	6.78
Total expenses for year	\$271,804.23	\$284,927.07
Average cost per student, per year	537.67	593.52
Average revenue from students	352.42	357.72
Deficit in student revenue, per student	185.25	235.80
Average cost per student, per week	14.93	16.49
Average cost per student, general expense	108.77	124.79
Average cost per student, instruction	155.80	173.15
Average cost per student, boarding (boarders only)	259.24	266.24
Average cost per student, boarding, per week (boarders only)	7.20	7.40
Average cost per student, provisions, per week (boarding only)	3.13	3.15

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Financial and Statistical Report
of
The Northfield Schools (Incorporated)

July 1, 1931, to June 30, 1932

THE NORTHFIELD SCHOOLS

ASSETS, JUNE 30, 1932

1. <i>Plant Assets:</i>	Hermon	Seminary	Schools	Combined
Buildings	\$1,023,908.93	\$1,534,886.20	\$2,558,795.13
Heating and lighting conduits	22,026.09	36,152.86	58,178.95
Telephone conduit	759.21	759.21
Land	31,083.46	87,703.10	118,786.56
Rights of way	201.34	201.34
Roads and grading, first cost	53,994.04	41,086.36	95,080.40
Waterworks	32,634.08	20,848.93	53,483.01
Water rights	4,100.00	17,225.00	21,325.00
Sewers	9,716.97	16,984.15	26,701.12
Equipment, general	95,523.98	143,852.03	239,376.01
Equipment, farm	29,242.46	32,788.25	62,030.71
Equipment, conferences	18,925.34	18,925.34
Total invested in plant Securities, Y. M. C. A. Building Fund	1,302,431.35	1,951,211.43	3,253,642.78
Cash, Y. M. C. A. Building Fund	1,740.58	1,740.58
Cash, Y. M. C. A. Building Fund	5,617.56	5,617.56
Total plant assets	1,309,789.49	1,951,211.43	3,261,000.92
2. and 3. <i>Investment of Endowment and Unrestricted Legacies:</i>				
Invested	1,111,796.27	1,157,533.78	1,373,437.38	3,642,767.43
Due from current cash	23,945.04	23,945.04
Cash awaiting investment	6,302.74	6,761.39	55,262.77	68,326.90
Total	1,118,099.01	1,164,295.17	1,452,645.19	3,735,039.37
4. <i>Investment of Annuity Funds:</i>				
Invested	5,194.75	5,194.75
Cash awaiting investment	1,512.03	1,512.03
Total	6,706.78	6,706.78

	Hermon	Seminary	Schools	Combined
5. <i>Investment of Y. W. Conf. Committee Fund</i>	1,953.75	1,953.75
<hr/>				
6. <i>Current Assets:</i>				
Cash for special purposes				
Income special funds ..	1,536.75	3,511.86	728.13	5,776.74
Special donations	722.67	540.87	1,263.54
Student deposits	2,302.57	1,821.29	4,123.86
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Total for special purposes	4,561.99	5,874.02	728.13	11,164.14
Cash for general purposes	13,801.67	17,199.04	15,657.08	46,657.79
Accounts receivable	312.43	31,596.43	247.50	32,156.36
General material	25,919.65	22,255.43	48,175.08
Insurance premiums unexpired	10,610.41	9,850.86	20,461.27
<hr/>				
Total current assets ...	55,206.15	86,775.78	16,632.71	158,614.64
<hr/>				
Total assets	\$2,483,094.65	\$3,202,282.38	\$1,477,938.43	\$7,163,315.46
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THE NORTHFIELD SCHOOLS

LIABILITIES, JUNE 30, 1932

1. <i>Plant Funds:</i>	Hermon	Seminary	Schools	Combined
Invested in plant	\$1,302,431.35	\$1,951,211.43	\$3,253,642.78
Y. M. C. A. Building Fund	7,358.14	7,358.14
Total plant funds	1,309,789.49	1,951,211.43	3,261,000.92
2. <i>Endowment Funds:</i>				
Special				
Barr, Mary J. fund	11,457.61	11,457.61
Cathcart, Harriet H. fund	1,515.63	1,515.63
Field Estate fund	1,102.14	1,102.14
Fulton Loan fund	1,295.00	1,295.00
Hayward Club fund ...	2,000.00	2,000.00
Home Science fund	86,125.00	86,125.00
Huston, Charlesanna fund	7,559.67	7,559.67
Keep, James W. fund	44,076.11	44,076.11
Merwin, Lucy fund	4,938.38	4,938.38
Moore, Benj. fund	50,000.00	50,000.00
Palmer, Geo. S. fund	100,570.34	100,570.34
Prize funds	5,900.50	750.00	6,650.50
Sanders, Oren S. fund	10,466.76	10,466.76
Scholarship funds	140,159.37	260,468.27	400,627.64
Silliman, Horace B. fund	17,121.07	17,121.07
Slattery, Margaret fund	5,000.00	5,000.00
Smith, H. and G. H. Memorial fund	324.87	324.87
Southwick, Maude J. Memorial fund	1,000.00	1,000.00
Total special	167,902.95	519,954.53	63,973.24	751,830.72
General funds	619,304.29	562,402.17	640,188.95	1,821,895.41
Retirement fund	537,774.28	537,774.28
Funds, income to others for a time	121,547.74	18,660.00	24,117.30	164,325.04
Total endowment funds	908,754.98	1,101,016.70	1,266,053.77	3,275,825.45

	Hermon	Seminary	Schools	Combined
<i>3. Unrestricted Legacies:</i>				
Treated like endowment funds until otherwise used.				
Funds, general	209,344.03	63,278.47	171,794.58	444,417.08
Funds, income to others for a time	14,796.84	14,796.84
Total unrestricted legacies	209,344.03	63,278.47	186,591.42	459,213.92
<i>4. Annuity Funds</i>				
	6,706.78	6,706.78
<i>5. Young Women's Conf. Committee fund</i>				
	1,953.75	1,953.75
<i>6. Current Liabilities:</i>				
Income, special funds	1,536.75	3,511.86	728.13	5,776.74
Special donations	722.67	540.87	1,263.54
Student deposits	2,302.57	1,821.29	4,123.86
Total for special purposes	4,561.99	5,874.02	728.13	11,164.14
Notes payable
Trade vouchers	4,111.45	2,586.84	6,698.29
Other accounts payable ..	2,526.26	7,209.90	23,945.04	33,681.20
Current Liabilities	11,199.70	15,670.76	24,673.17	51,543.63
Surplus	44,006.45	71,105.02	8,040.46	107,071.01
Total	55,206.15	86,775.78	16,632.71	158,614.64
Total liabilities	\$2,483,094.65	\$3,202,282.38	\$1,477,938.43	\$7,163,315.46

THE NORTHFIELD SCHOOLS

OPERATING INCOME FOR YEAR ENDING JUNE 30, 1932

	Hermon	Seminary	Schools	Combined
From Students				
Term fees	\$167,069.73	\$167,188.52	\$334,258.25
Private music fees	4,148.25	4,148.25
Enrollment fees	2,775.00	2,695.00	5,470.00
Workhour	19,956.82	14,236.65	34,193.47
Total from students	189,801.55	188,268.42	378,069.97
Endowment income, net	39,146.81	44,171.75	63,420.33	146,738.89
Donations				
Through Alumni offices	4,668.21	4,507.00	9,175.21
Through President's office ..	520.05	564.00	61,862.76	62,946.81
From Class of 1891 fund ...	1,024.68	1,024.68
From Class of 1896 fund	49.28	49.28
Interest on bank balances	367.82	328.91	545.76	1,242.49
Pine Grove rentals	322.20	322.20
Cottage rentals	5,052.66	5,052.66
(See also expenses.)				
Post Office rental, net	431.97	431.97
Camp Hall basement rental, net	633.09	633.09
Garage rentals, net	153.51	153.51
Lecture course, net	50.63	481.51	430.88
Bookstore from surplus	2,500.00	2,500.00
Sewer income	172.00	172.00
	<hr/>	<hr/>	<hr/>	<hr/>
To General Income	\$236,798.32	\$245,454.71	\$125,828.85	\$608,081.88
				2,618.88
				<hr/>
				\$610,700.76

THE NORTHFIELD SCHOOLS

OPERATING EXPENSES FOR THE YEAR ENDING JUNE 30, 1932

<i>General Expenses:</i>	Hermon	Seminary	Schools	Combined
Salaries	\$ 21,380.41	\$ 23,159.90	\$ 44,540.31
Printing and office supplies	2,412.04	1,843.31	4,255.35
Postage	428.15	1,030.52	1,458.67
Traveling expenses	1,834.38	1,392.86	3,227.24
Fire insurance	7,786.13	7,979.50	15,765.63
Upkeep of officers' houses ..	804.47	1,745.60	2,550.07
Alumni records	2,389.90	3,638.67	6,028.57
Solicitation and general publicity	14,937.07	14,937.07
Solicitation Alumni offices ..	4,779.80	3,638.67	8,418.47
Telephones and telegrams ..	1,004.81	1,898.64	2,903.45
Expense of office buildings ..	1,805.67	2,906.42	4,712.09
Miscellaneous	3,778.47	6,854.22	10,632.69
Totals	\$ 48,404.23	\$ 56,088.31	\$ 14,937.07	\$119,429.61
<i>Instruction:</i>				
Salaries	\$ 75,630.13	\$ 81,035.31	\$156,665.44
Supplies	715.65	1,473.06	2,188.72
Labor	3,991.01	4,102.24	8,093.25
Heat and Light	11,291.61	11,277.15	22,568.76
Maintenance, buildings	9,047.38	3,758.20	12,805.58
Maintenance, equipment	3,002.69	1,978.58	4,981.27
Speakers	888.47	724.06	1,612.53
Private music (see also fees)	9,137.41	9,137.41
For retirement fund	659.61	577.91	1,237.52
Miscellaneous	979.84	1,373.07	2,352.91
Totals	\$106,206.40	\$115,436.99	\$221,643.39

	Hermon	Seminary	Schools	Combined
<i>Boarding:</i>				
Provisions	\$ 50,107.43	\$ 38,823.78	\$ 88,931.21
Other supplies	1,210.03	1,215.80	2,425.83
Labor	24,127.13	38,908.70	63,035.83
Heat and light	10,148.70	15,740.91	25,889.61
Maintenance, buildings	8,428.22	7,740.29	16,168.51
Maintenance, equipment	1,594.07	5,135.72	6,729.79
House laundry	3,160.54	1,659.67	4,820.21
Miscellaneous	270.29	270.29
Totals	\$ 98,776.12	\$109,495.16	\$208,271.28
Maintenance, grounds	\$ 6,863.36	\$ 6,604.94	\$ 13,468.30
Maintenance, water	3,193.33	1,028.79	4,222.12
Health department	7,751.46	8,177.48	15,928.94
Campus trucking	2,452.65	3,575.53	6,028.18
Athletics	1,071.07	1,071.07
Steam laundry	1,263.14	2,737.54	4,000.68
Farm account, net	1,043.65	499.37	1,543.02
Farm shop, net	166.81	686.20	853.01
Carpenter shop, net	1,403.61	551.94	1,955.55
Birthplace	1,035.40	1,035.40
Benjamin Moore fund	534.51	462.59	997.10
Cottage expenses (see also rentals)	2,941.33	2,941.33
Special retiring allowance	9,886.04	9,886.04
Carrying mail	483.39	483.39
Movies, net	28.39	28.39
Totals	\$ 24,139.68	\$ 27,330.76	\$ 9,886.04	\$ 61,356.48
Grand totals	\$277,526.43	\$308,351.22	\$ 24,823.11	\$610,700.76

THE NORTHFIELD SCHOOLS

STATISTICS

<i>Mount Hermon School</i>	1931	1932
Number of school weeks in fiscal year	36	36
Hours worked by students, workhour	158,472	158,033
Value of workhour	\$ 19,886.01	\$ 19,956.82
Average number of students	496.08	491.65
Average number of boarding students	467.24	464.27
Average number of students in hospital	8.10	8.72
Total expenses for fiscal year	290,359.70	289,937.99
Average cost per student for the year	585.31	589.72
Average revenue from students	387.71	386.05
Deficit in student revenue per student	197.60	203.67
Average cost of student per week	16.26	16.38
Average cost per student, general expenses	104.04	113.64
Average cost per student, instruction	195.33	216.02
Average cost per student, board (boarders only)	215.81	212.75
Average cost per student, board per week (boarders only)	5.99	5.91
Average cost per student, provisions per week (boarders only)	3.23	3.00
 <i>Northfield Seminary</i>		
Number of school weeks in fiscal year	35	35
Hours worked by students, workhour	124,614	113,893
Value of workhour	\$ 15,576.80	\$ 14,236.65
Average number of students	543.85	531.12
Average number of boarding students	453.44	446.97
Average number of students in hospital	3.88	6.32
Total expenses for fiscal year	319,740.29	320,762.77
Average cost per student for year	587.92	603.93
Average revenue from students	354.82	354.47
Deficit in student revenue per student	233.10	249.46
Average cost per student per week	16.80	17.25
Average cost per student, general expenses	110.84	119.66
Average cost per student, instruction	200.53	217.34
Average cost per student, boarding (boarders only)	261.81	244.97
Average cost per student, boarding per week (boarders only)	7.48	7.00
Average cost per student, provisions per week (boarders only)	2.75	2.48

September 12, 1932.

We have examined the records of THE NORTHFIELD SCHOOLS, INC., for the fiscal year ended June 30, 1932. The examination consisted of a careful scrutiny of the records pertaining to the cash received and disbursed, income from invested funds, general clerical accuracy of the books, and the preparation of operating and financial statements, which in our opinion set forth the true condition of THE NORTHFIELD SCHOOLS, INC., at June 30, 1932.

F. W. LAURENTZ & Co.

Form of Bequest

I give and bequeath to THE NORTHFIELD SCHOOLS the sum of dollars, to be appropriated by the Trustees thereof in such manner as they deem most useful, for the purposes of the (Northfield Seminary) (Mount Hermon School).

*Gifts and Bequests toward Endowment Funds Are Greatly
Needed To Put the Work of the Schools on a
More Permanent Financial Basis.*

THE PURPOSE OF THE SCHOOLS

"To help young men and women of very limited means to get an education . . . to help them into lives that will count the most for the cause of Christ."

D. L. MOODY

Edwin M Bulkley

The Northfield Schools

FILING DEPT.
JUN 14 1917
200-9
SECRETARIES

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1879

OFFICERS

W. R. MOODY, PRESIDENT
ROBERT E. SPEER, VICE PRES
STEPHEN BAKER, " "
LEWIS A. CROSSETT, " "
EDWIN M. BULKLEY, TREASURER
AMBERT G. MOODY, ASST. TREASURER

FINANCE COMMITTEE

STEPHEN BAKER
JOHN FRENCH
WILLIAM M. KINGSLEY
HENRY R. MALLORY
EDWIN THORNE
W. R. MOODY
EDWIN M. BULKLEY

OFFICE OF TREASURER

25 Broad Street, New York

June 12, 1917.

RECEIVED

JUN 12 1917

Mr. Speer

Memoranda for Trustees,
who were unable to attend meeting at Northfield,
June 2nd
.....

A fair representation of Trustees was had. Many matters of interest were developed, but uppermost in the minds of all were the crucial questions of finance, and the policy of The Schools in face of the yet graver conditions.

The Treasurer's report showed an indebtedness of \$50,000 to \$60,000, exclusive of long outstanding bank discounts of \$30,000. Pay rolls were paid due for one to two months and bills in some cases for six months. Supplies, when inventoried at the year's close (August first) will offset debts in considerable amount, but net obligations upon this basis were fully \$50,000. Donations and endowment income for nine months were a little in advance of 1916, and the revenue from students was practically unchanged. On the other hand expenses were greater by \$21,000. Actual results for the full year will be further dependent upon important but special items of income, which may not be repeated. This applies particularly to a "windfall" of last year in the form of an extra dividend of \$12,500 upon a donated security.

The Finance Committee in mid-May, recognizing that extreme conditions must be met by extreme measures, voted under its general authorization to draw upon unrestricted legacies to the amount of \$50,000. Debts have as a result of this action, which was unanimously endorsed at the Board meeting, been largely reduced at this date, and The Schools for the time being will rest only under the bank loans of \$30,000.

In the fiscal year 1916 - 17 resources of this nature will have been drawn upon to the amount of \$60,000. In the previous three and one-half years similar drafts of \$80,000 had been made, of which only \$40,000 had fallen in the last two and one-half years. In this period named property investments, not specifically covered, were considerably greater than drafts against unconditional gifts.

Every possible expedient was carefully weighed by the Trustees in the light of the yet graver hardships of another year. The enrollment of young men is likely to be greatly reduced by the war, unless places are filled by younger fellows, but it was proven that an enforced reduction of members, by one-third or even more, would not relieve the situation, with "overhead" and other charges subject to only moderate reduction, in justice to those who have long served The Schools and with real sacrifice. The only course open to the Board in a situation of peril was therefore to increase charges to young women and young men alike. This was supported by all present, without questioning voice, although with sad-

ness of heart, as the difficulties in the way of some will be made yet greater. The charge per term (two at the Seminary) will be increased \$25 and the annual registration fee made \$10 instead of \$5. This will make the year's cost to a girl approximately \$190, with little items included, and that to the boy the same, but subject to a third term, if remaining for the summer session. Even then the costs will be only a fraction of those of any other work, offering advantages at all comparable with The Northfield Schools.

Based upon the average enrollment of recent years this plan would give about \$50,000 more, and a revision of tuition fees to local day pupils, and those cared for at The Hotel, and other small items, should yield another \$5,000 or more. The situation will therefore be greatly helped but calculations are dependent upon many contingencies in this time of international crisis.

Donations in support of the work may fluctuate sharply but no cause ever had a more loyal constituency.

This review is made that all may have reasonable understanding of the problems - present and future.

EDWIN M. BULKLEY,

Treasurer.

Edwin M. Bulkeley

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINAR SECRETARIES
FOUNDED 1879

FILING DEPT
JUL 27 1920
228
SECRETARIES

OFFICERS

- W R MOODY, PRESIDENT
- ROBERT E. SPEER, VICE PRES.
- STEPHEN BAKER, " "
- LEWIS A. CROSSETT, " "
- EDWIN M. BULKLEY, TREASURER
- AMBERT G. MOODY, ASST. TREASURER
- WILLIAM F. NICHOLS, " "

OFFICE OF TREASURER

25 Broad Street, New York

FINANCE COMMITTEE

- STEPHEN BAKER
- EDWIN M. BULKLEY
- WILLIAM W. CARMAN
- JOHN FRENCH
- WILLIAM M. KINGSLEY
- WILLIAM R. MOODY
- GEORGE S. PALMER
- EDWIN THORNE

June 28, 1920.

To the Trustees of
The Northfield Schools:

At a meeting of the Finance Committee held the 25th instant, there unfortunately were present only Messrs. Moody, Baker, Kingsley, and the Treasurer. The other members were either absent or otherwise "tied up". So many and serious uncertainties are involved in the financial situation, as to make desirable a further review before the Board.

A statement of the Assistant Treasurer, which was spread before the Committee, indicated an indebtedness as of July 1, including \$4,000 to be advanced. The Record of Christian Work, of about.....\$98,000. A small amount of March vouchers was still unpaid; about one-half of April, and neither May nor June have been touched.

The off-setting cash in the hands of both Treasurer and Assistant Treasurer, including a gift of \$5,000, in renewal of the annual support of the work by a friend among friends - which was very happily made last week was.....\$15,000.
to which is added (to be expected in the form of endowment \$10,000. 25,000.
income in July)
This would leave the net current indebtedness.....\$73,000.
Without regard to the \$70,000 now borrowed.

Since the meeting of the Board, a month ago, \$20,000 has been borrowed, in addition to the long outstanding loans of 50,000 and the Treasurer is now borrowing a further..... 30,000 by direction of the Finance Committee, under the authorization of the Board for \$50,000 more, or a total of.....\$100,000.

It is impossible to forecast the situation during July and August, as the Assistant Treasurer did not give vouchers and payrolls of these months last year, and the Treasurer cannot wait for further advices, as he expects to sail the third proximo for Europe to be absent until mid-September.

Donations in July 1919 were \$21,000, which amount it is hoped will be kept good this year; in addition there will be \$10,000 due from members of the Mount Hermon Alumni Association, under the pledges made at the beginning of the year. It is entirely impossible for the Treasurer, with the very incomplete data before him, to make any forecast of the summer months, but in all probability there will be the necessity of still further borrowing, which the Assistant Treasurers were authorized to make, in the absence of the Treasurer, to the amount of \$25,000, for the subsequent confirmation of the Board.

The cash position of The Schools is even worse than appears upon the surface, as there has been realized \$25,900 from the sale of 25 cattle from the Hermon herd, and the money has gone into the "common pot". The large profit derived from the sale, as compared with inventory valuations, will greatly improve the Profit and Loss Account of The Schools for the year to August 1st. The impression of the writer is that the young heifers were inventoried at only \$100 or \$200 apiece, while sold at \$1,000 a head. The farm, as is known, has regularly returned a loss in varying amounts, but should this year report a goodly profit.

The actual position at the close of the year will only be revealed by an inventory. This will undoubtedly be found far beyond the normal, because of higher prices rather than increased quantities. More particular inquiry is being made, but it is not understood that there is anything on hand which would entail loss. If coal is procurable, it will be very necessary to carry a larger stock in so abnormal a season, but the probabilities are that the tonnage now on hand is very small.

Everything entering into the operations of The Schools has contributed to what is a very unfortunate and unfavorable situation. In the nine months of the fiscal year to May 1st, there had been an increase in income from all sources of \$89,000, but on the other hand expenses had risen from \$320,800 to \$420,200. The increase derived from tuition has been more than was estimated by the trustees at the time the last advance was made, but sufficient allowance was not made for increased costs. Of the \$100,000 enlarged expense — \$53,000 was in the Dept. of Boarding

General expenses showed an increase of 14,000
and Department of Instruction 18,000

The average number of students for the nine months of this year, taking the two schools together, was 1,014, against 896 in 1919.

The lateness of the season, and the impossibility of getting the Board together or even a full attendance of the Finance Committee added to the sense of embarrassment of the little group of four attempting to deal with the problem in its latest light. Strained as is the financial position now, it was recognized that fuel and other special charges might even carry expenses above the high-water mark of the current year, although costs in general should be somewhat less. The Committee recognized that it was without authority, and yet considered the possible alternatives in the light of the day. These seemed to be as follows:

1. A further increase of tuition fees with the new term to yield approximately another \$50,000.
2. This increase not to be effective until the second term of the year, if, upon further study of conditions it was found to be necessary.
3. The reduction of the number of students.
4. Curtailment of curriculum.

Cutting down the number of students would save something, but in all probability no considerable sum and the cost per capita would be greater, as all overhead items would remain practically the same.

The simplifying of curriculum is a very serious matter, and such action could not be taken hastily. If graduates of the two schools were not carried to the point of entering college, the character of The Schools would be entirely changed.

In the other two cases, these facts were to be considered.

A virtual contract has been made, as it is, with the old students to return upon the same basis, as the schedule has been published. At the same time it would be most unfair to students, both old and new, to receive upon the present basis, and, without warning, advance rates in the middle of the year or even the middle of the term.

The conclusion therefore was to ask Mr. Moody to have Mr. Nichols go still more carefully into figures, and if they seem to prove the necessity, to have circular letter addressed to all students, both those enrolled and those to be enrolled, pointing out the elements of danger, and the possibility of having, a little later, to increase fees. This apparently is the only insurance to be given. It will leave matters in a very unsatisfactory position, but the little group of the Committee did not feel that it could face the dangers of another year, without some such redress being possible.

As matters now stand, even the completion of the \$100,000 fund, upon which Mr. Moody is working so strenuously, would not clean things up, as by the time the money is in hand, the bank indebtedness bids fair to be larger.

This added word with respect to the fund. At the time there is pledged \$52,500, inclusive of the \$10,000 conditionally promised by one of our good trustees. The pledges have almost entirely come from members of the "old-guard", although one or two encouraging gifts have been drawn from entirely new sources. The limit of July 1 was fixed, as it will be recalled, in the first instance, upon the offer of \$10,000, but it has been kindly extended until October 1st; but this will not permit any letting-up of effort.

Apology is made for the length of this statement, but the responsibilities are serious, and should be shared in by all. The Trustees may have the assurance that they will not again so suffer at the hands of the Treasurer for the next three months.

With all good wishes,

Faithfully yours,

EDWIN M. BULKLEY,

Treasurer

Edwin M Bulkeley
The Northfield Schools

FILING DEPT.
JUN 14 1921
SECRET

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1861

NORTHFIELD SEMINARY
FOUNDED 1879

OFFICERS

W R MOODY, PRESIDENT
ROBERT E SPEER, VICE PRES
STEPHEN BAKER, " "
LEWIS A CROSSETT, " "
EDWIN M BULKLEY, TREASURER
AMBERT G MOODY, ASST. TREASURER

FINANCE COMMITTEE

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JOHN FRENCH
WILLIAM M. KINGSLEY
HENRY R MALLORY
EDWIN THORNE
W R MOODY
EDWIN M BULKLEY

OFFICE OF TREASURER

25 Broad Street, New York

June 8, 1921.

Memoranda of the Trustees' meeting of June 4th, for the sake of absentees.

The attendance was the smallest of years. Only five gathered, with the resident trustees, and the representative of the alumnae association of the Seminary. The spirit of the meeting, however, was most excellent, and everything possible was accomplished in an extended session.

The year of the Seminary was closed with the best cheer, and again there was special occasion for gratitude. Mr. W. R. Moody made the statement that the principals of the Seminary and Mount Hermon supported his opinion that there had been some change - although not easily definable - in the type of the students, with the very considerable increase of charges. He recognized that in the face of all the uncertainties, which will be brought out the more by the figures to follow, that thought could not be given to a reduction of charges, but he made a plea for the earliest practical date, and expressed the hope that Northfield might lead the way in the movement.

The Assistant Treasurer presented his usual careful analyses of income and expenses in all departments for the nine months of the school year to May 1st. Income, stated in round figures, was \$499,000, as compared with \$420,000 in 1920. Expenses were \$453,000 as against \$420,000. The surplus for the period was \$46,000.

The current three months, with which the year will close, are wholly without income, other than from endowment and donations. Trade vouchers and payrolls for the three months of 1920 were \$168,000. If these figures were to show no change this year, and the two items of income were the same, there would be an operating deficit for the year of approximately \$50,000. This does not seem a possibility, and such estimates have often been very misleading in the past, but there is no other basis for a forecast.

The cost of supplies is steadily falling, but the purchases are moderate during this quarter, and the saving may not be large. On the other hand it is quite questionable if donations will be maintained; in 1920 the three months returned \$48,000; donations for the nine months have shown a loss of \$7,000, chiefly in the larger class of gifts, as naturally.

Endowment income was \$4,000 less. The Schools received in 1920 \$10,000 during the nine months from the Gilbert & Bennett Mfg. Co., and only \$4,000 this year. It will be borne in mind that this was a donated stock, which the Board is obligated to hold in the original form. It has always paid well and during the war was a bonanza. The company, which is a manufacturer of lighter wires, etc., will make no statement, but it is unquestionably suffering from the general complaint.

The Schools have, fortunately, escaped any defaults. The two or three items which are under a cloud represent donations, and have been known to the Board for several years.

The May 1st balance sheet, to dwell upon the brighter aspects, showed a better condition than at anytime in the recollection of the Treasurer. On May 1st 1920 (even after \$50,000 of notes had been paid, as the result of the special effort) there remained \$50,000 of bank discounts, and an excess of current liabilities over assets (materials, prepaid insurance and cash) of \$31,000. May 1, 1921 the excess of assets was \$69,000, or an improvement over a year ago of \$100,000. The most amazing thing was that with vouchers and other accounts maturing of \$48,000, there was on hand \$50,000.

With June 1st the situation was less favorable as May was practically all outgo. Vouchers and payrolls then amounted to \$52,700, while cash was reduced to \$28,800. Inventories were somewhat larger, as found to our surprise, but this was explained by an increased quantity of coal, when last year bins were almost empty, and the increase of some other supplies, which were almost at the vanishing point a year ago.

There have been received bequests during the year, to date, of \$78,000. A gift was reported by our ever liberal Trustee, Mr. Fleming H. Revell, who was kept by grievous illness from the gathering, of \$10,000 French 8% bonds, the income from which will pass, during life, to two nieces.

The work of the complete over-hauling of the fine old house, which was the birthplace of Mr. Dwight L. Moody, is well advanced, but another month or more will be required to finish. The house will be reasonably provided with modern conveniences, including heat from the central steam plant, electric lighting, etc. While all the vital features are preserved, the whole house has been completely over-hauled through the generosity of Mr. Revell, although the good friend is sensitive regarding the mentioning of his name. The house will serve the splendid purpose of a club and general gathering place for the women teachers.

Offer was made the Board of a well located property in Northfield, but not immediately adjoining the Schools' properties, by a benevolent woman, with the view of two or three simple cottages being erected upon it for the housing of worthy missionaries, during the time of their furlough, with sons or daughters at the Schools. It is well understood that this is one of the most perplexing questions which missionaries have to face when at home, and subject - as in most cases to rental charges, as not upon the field. An offer has been made Mr. Moody to erect one house, and other offers of the same kind it is expected will be had.

The first thought was that the property should be held by some specially incorporated body, and be under the control of the missionary agencies, but for more than one reason this is not practical. The Boston lawyers, who were responsible for the consolidation of The Schools, have expressed the opinion that The Schools were fully authorized to accept the gift. A vote was passed by the Board to this effect, with the charge to the lawyers to see that the deed of gift was drawn with so much latitude that no embarrassment could arise in the future.

The property upon Highland Avenue, to the south of the Henry Moore cottage, owned by Mr. W. R. Moody, is now used by the Seminary, although the transfer has never been brought about. The Seminary has put in excellent tennis

courts for the use of the girls (and their boy friends, as the Treasurer was glad to observe) at considerable expense. My Moody had, very thoughtfully, to provide against a contingency, executed a transfer, although it might not now pass. The Board authorized the Finance Committee to take the question up with Mr. Moody, quite without thought upon his part, and make payment at a fair figure.

It was also voted to approve of the general plan of the extension and enlargement of the water system at Mount Hermon, which has now become an absolute need; indeed as it is, danger exists to both health and from fire. The Executive Committee had gone carefully into the question, and presented a plan with its recommendation; the cost of which, according to the engineers might be a matter of \$18,000. The Board referred the matter, with its general approval, back to the committee with full authority, the committee in turn to look to the Finance Committee for the "ways and means."

The plan of the general "under building" of the organization, by a relatively young man from without, was discussed at length and given unanimous approval. The sense of the meeting was that this was coming to be a necessity from every point of view, both for the relief of the Messrs. Moody in the different departments of the work, and looking to the future, for which some one of good parts, and the requisite spirit, must be in training. It will be no simple task to find the right man, but the authority was given, and the choice left to a special committee to consist of Messrs. W. K. Moody, Grandin and Baker.

No reference has been made to farm operations, the results from which so far fluctuate that no accurate estimate can be made until the close of the year and inventories are taken.

The coal question has been looked into with yet more of care. Contracts have not been renewed, as the market price for bituminous continues considerably below tariff contracts. The general idea is to accumulate all the coal at going prices during the next few months which it is possible to take care of, with the billing postponed until the fall, but a friend of the Treasurer, who is a large anthracite mine owner and operator, has promised to send a representative to Northfield to study the whole question, and to make recommendations. The hope is that through the elimination of jobbers, a considerable saving will be effected, although freight rates to Northfield remain at almost a ruinous figure to the Schools.

The Treasurer apologizes for the unexpected length of this statement, which is one of the penalties for non-attendance.

EDWIN M. BULKLEY,

Treasurer.

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1878

FILING DEPT.
OCT 19 1921
228-2
SECRETARIES

OFFICERS

W. R. MOODY, PRESIDENT
ROBERT E. SPEER, VICE PRES.
STEPHEN BAKER, " "
LEWIS A. CROSSETT, " "
EDWIN M. BULKLEY, TREASURER
AMBERT G. MOODY, ASST. TREASURER
WILLIAM F. NICHOLS, " "

OFFICE OF TREASURER

25 Broad Street, New York

FINANCE COMMITTEE

STEPHEN BAKER
EDWIN M. BULKLEY
WILLIAM W. CARMAN
JOHN FRENCH
WILLIAM M. KINGSLEY
WILLIAM R. MOODY
GEORGE S. PALMER
EDWIN THORNE

MEMORANDA OF TRUSTEES' MEETING OF OCTOBER 8th, 1921.

The attendance of fourteen trustees was very fair, of which only ten were resident. A goodly amount of business was transacted, and free discussion had within and without the meeting of general questions of policy.

Since the President's report to the Trustees, there has been the further analysis of figures by the Assistant Treasurer, with a view of accounting for the increase of \$86,000 in expenses. It will be interesting to review expenses year by year from 1915, with the resultant surplus or deficit:

		<u>Surplus</u>	<u>Deficit</u>
1915	\$353,086	\$11,556.	
1916	370,396	1,184.	
1917	385,156		\$7,146.
1918	381,200	15,168.	
1919	428,286		8,057.
1920	523,683		26,653.
1921	609,315		<u>8,187.</u>
		<u>\$ 27,908.</u>	<u>\$50,043.</u>

Net deficit - \$22,135

This record will be found to conform in general, it is believed, to the trend common of income and expenses, with kindred undertakings. The unfavorable balance of \$86,000 is explained in the main by a few items.

The added expense due to the new rating of work-hour, as pointed out in the President's report was\$23,000
 Increase in payrolls for the year 23,000
 Increase in cost of Coal 17,000
 Abnormal gain on sale of cattle in 1920..... 22,000
\$90,000

This was offset by a decreased deficit upon the Record of Christian Work, which was \$3,000 for the past year, as against \$6,000 for 1920; the saving in interest paid, etc.

The farm credit of \$16,400 for 1920, due to the large profit from the sale of cattle, was converted into a loss of \$17,600. The cost of farming operations is the heaviest faced with the exception of one or two years. It is well understood by Trustees that a loss must be faced upon the farm under normal circumstances, and its operation be regarded, in a sense, as a department of education. The difference is ordinarily kept within \$5,000, and the heavy increase was most disappointing. The Assistant Treasurer has given special attention to this department and reports the following important changes in operations:

Increase in work hour, due to new rating	\$3,500
Increase in wages paid	5,400
Increase in cost of hay purchased	2,100
Decrease in credits for crops	<u>1,200</u>
	\$12,200

The "Central Committee" composed of the executive officers at Northfield, and the heads of departments, have matched the outgo with the greatest care, and the belief is had that there will be a large curtailment in expense during the current year.

Methods of accounting are being studied afresh, and advice has been taken of experts, but without suggestions of value. Indeed, nothing has been discovered in the way of improved methods, which would be applicable to our case.

The increase of income of \$104,000 was all along the line.

Board and tuition accounted for	\$68,000
Donations	10,000
Arbitrary increase in the work hour	<u>21,000</u>
	\$99,000

Donations were the largest of record. Several friends, recognizing the special need as the close of the year approached, made gifts of most liberal amounts. Students' gifts have steadily increased, and large pledges were made at the fortieth anniversary, in August, of the founding of Mount Hermon.

A "conference committee" of the Alumni Association has been formed, which should be of very practical assistance to Mr. Moody and Principal Cutler. There gathered at the time of the Trustees' meeting ten to twelve graduates of Hermon, as members of this advisory committee. They were men of a fine type and of ability and position which would reflect honor upon any institution.

Endowment further showed an increase for the year to August 1st of \$143,664, and now stands at \$1,943,291. Since the close of the year payment of \$45,000 has been made in final settlement of a bequest of \$113,000.

The principals' reports were of unusually interesting character, but for lack of time they were not read to the Board but referred to the Executive Committee. Many points are brought out which it would be well to dwell upon. Applications for places in both schools were greatly reduced in number, which clearly reflects the times. The Schools are full to their reasonable capacity, but for the first in many years there was not the long waiting list.

Last year at Mount Hermon there was a considerably larger percentage of students who were free from responsibility for charges, which confirms the statement that a somewhat different class of students is now enrolled. The comparisons

at the Seminary are not made for the same period; but with the boys it is found that in the period 1910 to 1914 the percentage of freedom ranged from 24% to 27%, while for the year 1920 to 1921 it was 40%. Going back to 1904, it had not been higher for any one year than 32%, other than the years of the war, when younger boys were received, and under special conditions.

The percentage of students answerable for their entire expenses was 39% last year, which is about as it ran during the years immediately prior to the war. The Seminary figures show the exemption of a much larger proportion of students, as is very natural with the girls denied the same opportunities of earning their way after entering.

The work-hour at Mount Hermon was credited last year at from 20¢ to 30¢ per hour, according to the experience of the boys and character of work done. The work of the boys required by The Schools without compensation, was taken into the accounts at the rate of 15¢ per hour, but this will be reduced this year to 12¢, to correspond with the general scale of labor.

The Hotel figures for the summer are not made up but estimates point to some improvement over last year.

The extension of the water system at Mount Hermon, which became a necessity, is well under way, and the work will be concluded in another four or six weeks, at a cost of approximately \$15,000. Even in a season of so unusual drought, the flow of water is most ample, which insures the protection needed for years to come.

Several little real estate transactions were authorized, including the sale of a property upon the main street at \$1,700, which was taken under foreclosure. Sale fully covered the cost.

Lots immediately adjoining the Henry Moore cottage were purchased of Mr. W. R. Moody at \$1,500 for the entire property. The lots are of very direct benefit to the Seminary, and necessary for the protection of its interest. The appraisal was regarded as very conservative.

There was taken over at Mount Hermon a farm, with buildings, at a cost of \$3,000. In view of its relation to the source of the new water supply the risk would not be faced of passing into other hands.

Great joy was had in the election, as an incorporator, of Mr. J. Stewart Baker, the son of our friend of old, Mr. Stephen Baker. The hope will be to introduce Mr. Baker to the Board of Trustees with another vacancy.

It will be of special interest to Trustees to know that Mr. W. R. Moody plans to go to Europe as early in November as possible for an absence of two months or more. A more than ordinarily strenuous year has been had, and rest is

urged by both professional and lay friends. Mr. Moody's visits to England always have relation to Conference' programs and speakers, and this will again be in mind. In view of these circumstances, and the estimate that the Conferences of the past summer will show an aggregate profit of \$5,000, it was voted that the Treasurer, in conference with Mr. Moody, see that a goodly proportion of his expenses is covered.

The Treasurer hopes that the length of this memoranda will not lead absent Trustees to conclude that attendance upon meetings is "the lesser of two evils".

Edwin M. Bulkley,
Treasurer.

RECEIVED

Edwin M. Buckley
The Northfield Schools

JUN 6 1923 MOUNT HERMON BOYS' SCHOOL
 FOUNDED 1881

NORTHFIELD SEMINARY
 FOUNDED 1875

FILING DEPT.
 JUN 8 1923
 SECRETARIES

OFFICERS

W. R. MOODY, PRESIDENT
 ROBERT E. SPEER, VICE PRES
 STEPHEN BAKER, " "
 LEWIS A. CROSSETT, " "
 EDWIN M. BULKLEY, TREASURER
 ARBERT G. MOODY, ASST. TREASURER
 WILLIAM F. NICHOLS, " "

OFFICE OF TREASURER

25 Broad Street, New York

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 EDWIN M. BULKLEY
 WILLIAM W. GARMAN
 JOHN FRENCH
 WILLIAM M. KINGSLEY
 WILLIAM R. MOODY
 GEORGE S. PALMER
 EDWIN THORNE

June 2, 1923.

To the Trustees:

Mr. Nichols, our worthy Assistant Treasurer, has now presented comparative review for the nine months of the Schools' fiscal year to May 1st. In anticipation of the Trustees' meeting of next week certain deductions are made that our friends may be given a general picture of financial conditions afore coming together.

Figures are confirmatory of the tendency shown by the report for the half year. Income, in consequence chiefly of the smaller student body, is less for the nine months by \$19,000, with an increase in expense of \$7,500. Endowment income increased slightly; donations were \$64,500 against \$62,000 in 1922. The surplus for the nine months was \$40,500. An analysis of expenses, according to departments, shows the following:

	<u>1923</u>	vs.	<u>1922</u>
General expenses	\$82,200.		\$ 79,500.
Instruction	141,300.		133,200.
Boarding	172,700.		182,400.
Miscellaneous	38,100.		31,800.

In the last division are included maintenance of grounds, water system, hospital, and laundry operations; and this year, for the first the operating costs (\$775) of the "Birthplace" or the Seminary Faculty Club, and the Crane cottage (\$2,250.)

Salaries, in the department of instruction, accounted for \$5,800 increase. Heat and light \$4,000. The cost of solicitation is practically unchanged, while advertising is considerably reduced. The maintenance of school buildings, and the upkeep of officers' houses show an increase of \$4,000, but the wonder is, after several years of most strict economy, that the amount is not considerably greater.

The surplus for the 9 months, as previously stated, was \$40,500; in 1922 this balance was \$66,800.

In 1922 "Donations" for the last quarter were \$56,000.
 "endowment income" 24,000.
 "work-hour" revenue 10,000.
 \$90,000.

If the returns are the same as last year, we should have \$90,000, added to the surplus for the nine months of \$40,000, or \$130,000, with which to cover expenses (if unchanged) of \$135,000.

This is without taking into account the farms at the two schools, the loss upon which, the Assistant Treasurer reasons, will be less than last year, but results cannot be determined without final inventories. That is to say, eliminating farm and any other contingent items, a deficit of \$5,000 will be shown for the year, if the current quarter is a duplication of 1922.

The average number of students for the nine months has improved somewhat over the exhibit for six months. The figures for the two schools are as follows:

	<u>Mt. Hermon</u>	<u>Seminary</u>
1923	456	482
1922	499	510
1921	509	500

The loss in board and tuition attributable to the smaller number of students was \$17,300, but the question, on the other hand, is to what extent 73 additional students would have increased costs in the boarding department. The saving appearing in the one item of provisions was only \$7,000, and labor \$2,700, while heat and light were greater by \$4,000.

The current items in the balance sheet are again, and very happily, most favorable. At May 1st the items were as follows:

General material	\$53,500.	
Prepaid Insurance	17,400.	
Cash	<u>69,900.</u>	140,800.
Trade vouchers	37,800.	
Accounts receivable in excess of receivables	<u>11,500.</u>	<u>49,300.</u>
Excess, current assets		91,500.

It is to be specially noted that cash on hand May 1st, which is now largely reduced, and will steadily fall until September, was \$20,000 in excess of all obligations. While the actual surplus for the school year, August 1, 1922 was

\$25,000, the outlook, in the light of all conditions, is reasonably encouraging.

The hope is that a good attendance will be had at the meeting of June 9th, and that the Trustees will be the better prepared to counsel respecting the Schools' finances with these facts before them.

Edwin M. Bulkley,

Treasurer

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1879

FILING DEPT.

SEP 8 1923

SECRETARIES

OFFICERS

W R MOODY, PRESIDENT
ROBERT E. SPEER, VICE PRES.
STEPHEN BAKER, " " "
LEWIS A. CROSSETT, " " "
EDWIN M. BULKLEY, TREASURER
AMBERT B. MOODY, ASST. TREASURER
WILLIAM F. NICHOLS, " " "

OFFICE OF TREASURER

25 Broad Street, New York

FINANCE COMMITTEE

STEPHEN BAKER
EDWIN M. BULKLEY
WILLIAM W. CARMAN
JOHN FRENCH
WILLIAM M. KINGSLEY
WILLIAM R. MOODY
GEORGE S. PALMER
EDWIN THORNE

September 6, 1923.

To the Members of the

Board of Trustees:

The treasurer makes haste to have copies of the very gratifying report of Mr. Nichols go to the friends of the Board. The detailed statement will be still more interesting, but the outlook for the year, as portrayed by the statement of the first, affords the truest basis for thanksgiving.

The increase in donations of \$9,000 is a reward in itself for the championship efforts of Mr. Moody. Had a special check for \$5,000 (usually received in July) been in hand, the gain would have been quite astounding. Receipt of the check is only delayed, there is reason to believe.

Plant additions for the year are put at \$16,000, but these figures are not included in the statement in hand.

All will unite in deep rejoicing.

Yours very sincerely,

Edwin M. Bulkley,
Treasurer.

Wm F. Nichols

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1879

FILING DEPT.

SEP 8 1923

228-1
SECRETARIES

OFFICERS

W. R. MOODY, PRESIDENT
ROBERT E. SPEER, VICE PRES.
STEPHEN BAKER, " "
LEWIS A. CROSSETT, " "
EDWIN M. BULKLEY, TREASURER
AMBERT G. MOODY, ASST. TREASURER
WILLIAM F. NICHOLS, " "

S

FINANCE COMMITTEE

STEPHEN BAKER
EDWIN M. BULKLEY
WILLIAM W. CARMAN
JOHN FRENCH
WILLIAM M. KINGSLEY
WILLIAM R. MOODY
GEORGE S. PALMER
EDWIN THORNE

OFFICE OF TREASURER

25 Broad Street, New York

SEP 10 1923
10-1-227

September 1, 1923.

Mr. Edwin M. Bulkley, Treas.,
25 Broad Street,
New York City.

My dear Mr. Bulkley:

I have completed the first draft of my report. I hope to have typewritten copies ready before the end of next week. Stenographers are scarce until after Labor Day on account of vacations.

In anticipation of the complete report, I give below a few of the results:

	<u>1922</u>	<u>1923</u>
Total operating income	\$584,271.96	\$570,232.85
Total operating expenses	<u>559,643.31</u>	<u>555,853.48</u>
Excess of income	24,628.67	14,379.37
Total donations for operating expenses	\$117,688.00	\$126,597.28
Total income from students	387,211.64	364,783.15
Income from endowments	74,953.20	77,254.47

The donations this year are the largest in the history of The Schools.

The Gilbert and Bennett furnished \$3000 more than last year, \$15000.00 against \$12000.00.

I trust your summer outing has restored you to full strength and vigor.

With every good wish,

Sincerely yours,

William F. Nichols.

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1879

FILING DEPT.
MAR 15 1924
SECRETARIES

OFFICERS

W. R. MOODY, PRESIDENT
ROBERT E. SPEER, VICE PRES
STEPHEN BAKER, " "
LEWIS A. CROSSETT, " "
EDWIN M. BULKLEY, TREASURER
AMBERT G. MOODY, ASST. TREASURER
WILLIAM F. NICHOLS, " "

FINANCE COMMITTEE

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JOHN FRENCH
WILLIAM M. KINGSLEY
WILLIAM R. MOODY
GEORGE S. PALMER
EDWIN THORNE

OFFICE OF TREASURER

25 Broad Street, New York

MAR 11 1924
M.R. Speer

March 7, 1924.

MEMORANDUM

Expenses for the 6 months to February 1st, 1924, increased	\$1,000	
Income ditto ditto ditto	<u>12,441.</u>	about 5 $\frac{1}{2}$
NET GAIN	<u>\$11,441.</u>	

With a strict apportionment of the income belonging to the first 6 months the

Deficit was	\$19,356.
In 1923 it was.....	30,407.

The income actually received within the 6 months, which includes all students' fees for the Seminary for the entire year, other than small items, was.....386,305.
Expenses for the period were.....286,303.
Surplus, applicable to current 6 months.....100,002

In the same period, 1923, surplus was.....83,861.

In 1923, revenue from students, after February 1,.....	60,721.	
" donations ditto	68,874.	
" endowment income "	<u>49,777.</u>	197,372.

Add surplus for first 6 months, 1924.....100,002.

TOTAL.....297,374.

Expenses for second six months, 1923, were.....263,549.

Apparent surplus for year to August 1, 1924.....27,825.

Actual " " " " " 1, 1923.....14,579.

(The "Farm Account" which is not taken into the above figures, shows a debit for the first six months of \$10,798 as against a credit of \$5,461. for same period of 1923.)

Edwin M. Bulkley,
Treasurer.

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1881

NORTHFIELD SEMINARY
FOUNDED 1879

FILING DEPT.

MAR 15 1924

SECRETARIES

OFFICERS

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LEWIS A. CROSSETT, " "
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WILLIAM F. NICHOLS, " "

OFFICE OF TREASURER

25 Broad Street, New York

FINANCE COMMITTEE

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WILLIAM M. KINGSLEY
WILLIAM R. MOODY
GEORGE S. PALMER
EDWIN THORNE

March 6, 1924.

Mr. William Lorne Scovill,
New York City,

My dear Mr. Scovill:

Your letter of the 4th regarding the farm item in the six months' expense and income report has been received.

The farm figures should be as follows:

	Hermon	Seminary	Combined
Feb. 1, 1923	Deficit \$6059.45	Surplus \$598.22	Deficit \$5461.23
Feb. 1, 1924	Deficit <u>6507.64</u>	Deficit <u>6335.84</u>	Deficit <u>12843.48</u>
Increase in deficit	\$ 448.19	\$5934.06	\$ 7302.25

For some unaccountable reason, in the report I sent you, I copied as the Seminary deficit the January 1 balance of \$4290.94 instead of the February 1 balance of \$6335.84. The combined deficit February 1, 1924, should therefore, be \$12843.48 instead of \$10798.58. Will you please correct the figures in those two places to agree with the above?

The increase in the Seminary farm deficit is in part due to the probable error in the February 1, 1923 figures. It was not until November 1922 that we got under way the new method of handling Seminary farm accounts. The farm began at that time to keep a daily record of the amount of hay, grain, etc. fed out. For what had been fed out during the previous three months only an estimate could be made by the men, and evidently the estimate was entirely too low. This, however, did not affect the figures in the annual report as inventories taken before the making of the annual report made the figures for the year correct. With the new method in good working order we find that this year approximately \$3600 - more hay and feed was reported used than was estimated in the corresponding period the year before. Maintenance buildings has cost \$1380 more, maintenance equipment \$730, more, and trucks \$180 more, the remainder of the increase is in great measure accounted for by increased payrolls.

Trusting this gives the information required, I remain

With best wishes,

Sincerely yours,

Wm. F. Nichols

The Treasurer of all things is far from being a farmer, but judging from the new methods of accounting, "farm losses" in years gone by must have been larger than calculated.

E.M.B.

THESE RECORDS have been prepared by the Clerk, and will be presented at the next meeting of the Trustees of The Northfield Schools for amendment (if necessary) and approval without reading, as the Trustees may order.

FILED
FEB 9 1929
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NORTHFIELD MASS

MINUTES OF MEETING OF THE BOARD OF TRUSTEES OF
THE NORTHFIELD SCHOOLS

held at Mount Hermon, Mass., October 13, 1928.

Call. The call was read by the Clerk.

Chairman. Mr. W. R. Meody was in the chair.

Minutes Minutes of the annual meeting held June 2, 1928 were read and approved.

Finance Committee minutes. Minutes of a meeting of the Finance Committee held October 4, 1928 were read, after which it was

VOTED: That the records of the Finance Committee and its actions as therein set forth be ratified, confirmed, and made the acts of this Board.

Executive Committee minutes. Minutes of a meeting of the Executive Committee held October 12, 1928. were read, approved, and adopted.

Principals' reports. As the reports of the Principals had been submitted to the Trustees previously in writing, they were accepted and ordered to be placed on file with the Clerk. Principal Frank L. Dulcy stated that since his report was written the registration for the current term at Northfield Seminary had changed to 573.

Change to two-term schedule at Mount Hermon School. WHEREAS Principal Henry F. Cutler recommended a change in the Mount Hermon School schedule whereby there would be two terms of eighteen weeks each in the academic year, instead of three terms of fifteen weeks as at present, and

WHEREAS the Mount Hermon Board of Alumni Counsellors also recommended the adoption of a two-term schedule, after extended discussion it was

VOTED: That the recommendation of Principal Cutler and the Board of Mount Hermon Alumni Counsellors be approved and adopted, and that the officers of Mount Hermon School be and hereby are authorized by this Board to put into effect the two-term-per-year system at as early a date as possible or convenient.

President's report. The President presented a report for the year ending July 31, 1928, which was approved and ordered to be placed on file with the Clerk.

Endowment, WHEREAS the Trustees have already resolved to secure

building, and
teachers'
retirement
fund.

\$3,000,000 for a teachers' retirement fund, the increase of
salaries, endowment, and building needs, and

WHEREAS the President recommended that, without a
campaign or paid managers, an effort be made to secure these
funds and he be authorized to start on such an effort, it was

VOTED: To approve the President's recommendation
and to authorize him to make a start toward securing the
needed funds for these purposes.

Permanent
architect.

The question of the appointment of a permanent
architect for future buildings of the Schools, and whether
such an appointment should be made by the Building Committee,
was raised, but no action was taken. It was, however, upon
motion duly made and seconded

VOTED: That the Building Committee be continued.

Summer
conferences
equipment.

WHEREAS the Chairman presented a report from the
department heads of the Summer Conferences, recommending
additional Conference equipment for dormitory, kitchen,
dining room, and other purposes at an estimated cost of
\$9,185, of which equipment estimated at \$5,375 was urgently
needed, it was

VOTED: That this question of added equipment for
Conference purposes be referred to the Executive Committee
with power.

Mid-winter
Meetings

The question of holding a mid-winter meeting of
the Board and the date therefor was raised by the Chairman,
but no action was taken. It was the sense of the meeting
that a mid-winter meeting be held annually, subject to the
call of the Clerk, at a date desirable and convenient to the
members of the Board.

Minutes to
be sent to
members of
Board.

VOTED: To instruct the Clerk to submit to each
member several days in advance of each meeting of the Board
of Trustees a copy of the minutes of the preceding meeting.

Report of
committee on
Record of
Christian Work
Company.

Mr. W. W. Fry, the chairman, presented a verbal
report of the Committee on the status of the Record of
Christian Work Company, in which he stated that the Committee
was not successful in securing, as Business Manager, under
a desirable arrangement, the candidate reported at the meet-
ing of June 2, 1928, or in finding any other desirable
candidate for that position, and that the Committee at this
time had no recommendation to make and no plan of procedure.
No action was taken.

Hostess'
Service
at the
Birthplace.

VOTED: That the Central Committee be empowered to
determine the compensation to Miss Florence E. Warriner for
her services as hostess at the D. L. Moody Birthplace.

Summer
Conference
accounts.

3.

Discussion was had relative to the date of closing the accounts of the Summer Conferences, August 31 being proposed as more desirable than the present plan of closing them on October 31, but no action was taken.

Seminary
Jubilee
Committee

In accordance with the following recommendation of the Executive Committee at its meeting of October 12, 1928, adopted by the Trustees at this meeting:

"Voted to recommend to the Board of Trustees that they appoint a committee, of which Mr. W. R. Moody shall be chairman, to have charge of the fiftieth anniversary of the founding of Northfield Seminary, and that the chairman be empowered to appoint his associates of said committee."

Mr. W. R. Moody has appointed the following as members of the Seminary Jubilee Committee: Miss Philena R. Sheldon, Messrs. Richard C. Morse, Frank S. Beveridge, and S. Douglas Malcolm. (Further appointments on this committee are yet to be made.)

VOTED: To adjourn.


Clerk.

RECEIVED

DEC 13 1928

Mr. Speer

Edwin M. Bulkley

The Northfield Schools

MOUNT HERMON BOYS' SCHOOL
FOUNDED 1681

NORTHFIELD SEMINARY
FOUNDED 1875

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DEC 15 1928
SECRETARIES

OFFICERS

W. R. MOODY, CHAIRMAN OF THE BOARD,
ELLIOTT SPEER, PRESIDENT,
STEPHEN BAKER, VICE PRESIDENT,
JOHN L. GRANDIN, *
EDWIN M. BULKLEY, TREASURER,
AMBERT G. MOODY, CLERK & ASST. TREAS.
WILLIAM F. NICHOLS, ASST. TREAS.

OFFICE OF TREASURER

25 Broad Street, New York

FINANCE COMMITTEE

STEPHEN BAKER,
WILLIAM W. CARMAN,
JOHN FRENCH,
WILLIAM M. KINGSLEY,
GEORGE S. PALMER,
~~EDWIN M. BULKLEY~~
W. R. MOODY
ELLIOTT SPEER
EDWIN M. BULKLEY

EX-OFFICIO

December 11, 1928.

To the Board of Trustees;

The Assistant Treasurer, Mr. Nichols, has prepared with the customary care, statement for the first three months of the calendar year of the Schools, August 1st to November 1st.

The comparisons so closely correspond to the same period of 1927, that figures will not be commented upon, other than in two or three particulars.

Income is \$13,000 larger, which is easily explained by endowment and donations. In the latter we "got off to a flying start". This year a comparative gain at November 1st was shown of \$10,500, and endowment income was larger by \$2,500 - a total increase of \$13,000.

Total registration at Mount Hermon, November 1st, was 512, or 12 less than last year; and at the Seminary 576, or 11 more than in 1927.

The treasurer is without other items of interest to present.

EDWIN M. BULKLEY,

Treasurer.

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FEB 6 - 1929

MINUTES OF A MEETING OF the EXECUTIVE COMMITTEE
The Northfield Schools
February 1, 1929.

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SECRETARIES

Mr. Speer A meeting of the Executive Committee of the Northfield Executive Schools was held at the office of Messrs. Arthur Perry and Committee, Company, 31 Milk St., Boston, Mass., Friday, February 1, 1929, February 1, at 4 P.M., in pursuance to notice duly given. 1929.

The Chairman, Mr. John L. Grandin, was in the chair.

Present Present: Messrs. John L. Grandin, Arthur Perry, Richard M. Smith, Elliott Speer, and Ambert C. Moody.

Call. The call was read by the Clerk.

Minutes. Minutes of the meeting held October 12, 1928 were read and approved.

New CORPORATORS VOTED: To recommend to the Corporators the election of Corporators Mr. Arthur Perry, Jr., of Boston, and Dean Luther Allan Weigle and Trustees of Yale Divinity School, as Corporators and Trustees, and the election of Mr. P. Blair Lee as a Trustee.

Mount Hermon Water System. WHEREAS the President presented an engineer's plan for the improvement of the water system at Mount Hermon School, it was, after discussion.

VOTED: To recommend to the Board of Trustees the immediate erection of that portion of the plan consisting of a standpipe and a 12-inch main, this work to be subject to the further approval of the Executive Committee and the approval of the Finance Committee.

Automatic Sprinklers. VOTED: To recommend to the Board of Trustees the installation of automatic sprinklers in Marquand Hall, East Hall, and Henry Moore Cottage at Northfield Seminary, and in Overtown Hall at Mount Hermon.

Mount Hermon Store. WHEREAS the Mount Hermon store had recently been destroyed by fire, it was

VOTED: That arrangements for providing suitable quarters for the Mount Hermon store for the remainder of this year be left with the Central Committee with power.

Redecorating Auditorium. VOTED: To recommend to the Board of Trustees that an appropriation of \$3,000 be made from the Summer Conference accumulated surplus for redecorating the inside of the Auditorium, the work to be done under the direction of the Superintendent of Buildings.

Allowances to retiring faculty. VOTED: To recommend to the Board of Trustees that Principal Cutler be authorized to offer retiring allowances to teachers as follows:

Miss Mary A. Dewey, beginning August 1, 1928,	\$1000 per year.
Miss J. Elizabeth Bigelow, beginning August 1, 1929.	700 " "
Miss Florence E. Flagg	1100 " "

Dr. J. East Harrison beginning August 1, 1929. \$1500 per year.

VOTED: To recommend to the Board of Trustees that Principal Duley be authorized to offer a retiring allowance to Miss Annie I. Thompson of \$1100 per year, beginning with the fiscal year commencing August 1, 1929.

The above allowances, with the exception of Dr. Harrison's are approximately in accordance with the plan of retiring allowances approved by the Trustees.

Retirement Plan

VOTED: To recommend to the Board of Trustees, to make effective in the next fiscal year, that feature of the Retirement Plan which calls for payments of five per cent (5%) of salary by the teachers and an equal amount by the Schools; and it was further

VOTED: To refer to the Committee on Annuities for final report the question of whether this money be paid annually to an insurance company or accumulated in a special trust.

Car for Purchasing Agent

VOTED: To recommend to the Board of Trustees the purchase of a car at a cost of approximately seven hundred dollars (\$700) and the erection of a garage at an expense not to exceed three hundred dollars (\$300) for use of the Purchasing Agent, and that thereafter the allowance made for use of his own car be discontinued.

Allowances for Officers' Cars.

VOTED: To recommend to the Board of Trustees that car allowances for the present fiscal year be made as follows:

Thomas E. Elder (Dean)	\$180.
L. Lorimer Drury (Alumni Secretary)	\$180.
Richard L. Watson (Buildings Supervisor)	\$180.
Elliott Speer (President)	\$360.

and that the following changes be made in allowances for cars:

William F. Nichols (Assistant Treasurer)	from \$250. to \$300.
Henry F. Cutler (Principal)	from \$250. to \$300.

Student Fees.

VOTED: To recommend to the Board of Trustees that, beginning with the next academic year, September, 1929, the term charges for each School be fixed at \$175.00 with an annual enrollment fee of \$5.00 for each student, with the understanding that the division of charges be as follows:

Board and tuition (18 weeks)	\$162.00
Laundry	5.50
Doctor and Hospital	5.00
Gymnasium	2.50
<hr/>	
Total	\$175.00

It is further recommended that, instead of charging an athletic fee at Mount Hermon, the Schools make an annual grant to the Mount Hermon Athletic Association for the purposes of the Association in the regular annual budget.

Health and Medical Situation. VOTED: To recommend to the Board of Trustees that Doctors Richard M. Smith and W. Richard Ohler be asked to report on the results of the arrangement for medical care at the Schools which has now been in operation for nearly three years.

Ambert G. Moody Residence. VOTED: To recommend to the Board of Trustees that \$2,000 be appropriated for the current fiscal year for taxes, care and maintenance of the house of Mr. A. G. Moody, and that a similar amount be included in the budget for the next current year.

Invitation to Ex-Principal Dickerson to attend the 50th Anniversary of the Seminary. VOTED: To recommend to the Board of Trustees that a special invitation be sent by the Clerk of the Board to former Principal and Mrs. Charles E. Dickerson to attend Northfield Seminary's Fiftieth Anniversary celebration.

VOTED: To adjourn.

Ambert G. Moody

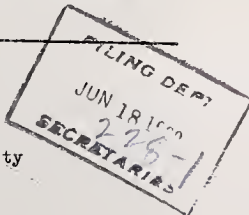
Secretary.

THESE RECORDS have been prepared by the Clerk, and will be presented at the next meeting of the Corporators of The Northfield Schools for amendment (if necessary) and approval without reading, as the Corporators may order.

MINUTES OF MEETING OF THE CORPORATORS OF

THE NORTHFIELD SCHOOLS

held at the Bank of The Manhattan Company, New York City
February 6, 1929



Call.

The call was read by the Clerk.

Present.

Present: Miss Philena R. Sheldon Messrs. John L. Grandin
Messrs. John Stewart Baker William M. Kingsley
Edwin M. Bulkley William R. Moody
William W. Garman Ambert G. Moody
Jarvis Cromwell George S. Palmer
Henry F. Cutler Arthur Perry
William Y. Duncan Robert E. Speer
Thomas J. Foster Elliott Speer
Wilfred W. Fry and Frank L. Duley as
guest.

Temporary Chairman.

President Elliott Speer was in the chair.

Prayer.

Prayer was offered by Dr. Henry F. Cutler.

Absent members.

The Clerk presented regrets for absence from Messrs.
Stephen Baker, Fleming H. Revell, Glen Wright, and Harold C.
Keith.

Minutes.

Minutes of a special meeting held October 13, 1928,
as previously submitted in writing to each Corporator, were
approved.

Chairman.

Mr. W. R. Moody, Chairman of the Board of Trustees,
took the chair.

A. Perry, Jr.

L. A. Weigle
elected

Corporators.

In accordance with recommendations of the Executive
Committee, it was by ballot,

VOTED: To elect Mr. Arthur Perry, Jr. of Boston,
Mass., and Dean Luther Allan Weigle, D.D., of Yale Divinity
School, New Haven, Conn. to the Board of Corporators; and it
was further, by ballot,

A. Perry, Jr.,

L. A. Weigle,
P. Blair Lee
elected

Trustees.

Treasurer's
report.

VOTED: To elect Mr. Arthur Perry, Jr., Dr. Luther
Allan Weigle, and Mr. P. Blair Lee Trustees to hold office
until the next annual meeting of the Board.

An informal financial report was given by the tress-
urer, Mr. Bulkley.

VOTED: To adjourn.

(Signed) Ambert G. Moody, Clerk

THESE RECORDS

FILING DEPT.
JUN 18 1929
SECRETARIES

have been prepared by the Clerk, and will be presented at the next meeting of the Trustees of The Northfield Schools for amendment (if necessary) and approval without reading, as the Trustees may order.

MINUTES OF MEETING OF THE BOARD OF TRUSTEES OF
THE NORTHFIELD SCHOOLS

held at the Bank of The Manhattan Company, New York City
February 8, 1929.

- Call. The call was read by the Clerk.
- Chairman. Chairman W. R. Moody presided.
- Present. All who were in attendance at the Corporators' meeting preceding were present at this meeting.
- Minutes. Minutes of the special meeting held October 13, 1928, as previously submitted in writing to each Trustee, were approved.
- Finance Committee's report. An informal report of a meeting of the Finance Committee held January 30, 1929, was given by Mr. Bulkley, after which, it was

VOTED: That the acts of the Finance Committee as set forth in this informal report be ratified, confirmed, and made the acts of this Board, a typewritten copy to be placed on file with the Clerk.

Resignation of Chairman of Board of Trustees Mr. W. R. Moody, vacating the chair and asking the President to preside, presented his resignation as Chairman of the Board of Trustees, copy of which is on file with the Clerk.

Acceptance of Chairman's resignation. Following the reading of the Chairman's resignation, Mr. Edwin M. Bulkley stated that no one would deny Mr. Moody a privilege, but if the letter called for action, other than in regard to the resignation, that the Trustees with unanimity would be compelled to challenge several of the statements and to dissent from the conclusions drawn from others.

Speaking then of the resignation itself, Mr. Bulkley expressed for the members of the Board the sorrow of heart that the decision of Mr. Moody to retire from the Chairmanship was unalterable. He dwelt upon the years of devoted service upon the part of Mr. Moody and the outstanding achievements, as also the intimate and blessed relations had with him by each one of the circle of Trustees. The assurance was given that he would be followed with no less affection in the years to come. Mr. Bulkley thereupon moved that, in the light of all circumstances, the

resignation be accepted to take immediate effect, with the proviso that the salary carried by the Chairmanship should be continued to Mr. Moody. The motion was seconded by Mr. Kingsley and carried unanimously by a rising vote. (Messrs. W. R. Moody and Elliott Speer not voting.)

Change in
By-laws.

VOTED: That at the next meeting of the Board of Corporators an amendment to the by-laws of the Schools be proposed discontinuing the office of Chairman of the Board of Trustees.

Executive
Committee
minutes and
recommendations.

Minutes of a meeting of the Executive Committee held February 1, 1929, had been previously submitted in writing to each member of the Board.

VOTED: That the following recommendations of the Executive Committee be adopted and made the acts of this Board:

Mount Hermon
water system.

(1) That the question of the advisability of erecting a standpipe and installing a twelve-inch water main at Mount Hermon School be referred to the Executive and Finance Committees for their joint decision, with full power to proceed if, when, and as they agree.

Automatic
sprinklers
for
dormitories.

(2) That the question of the advisability of installing automatic sprinklers in Marquand Hall, East Hall, and Henry Moore Cottage at Northfield Seminary and in Overtown Hall at Mount Hermon be referred to the Executive and Finance Committees, with power to proceed if, when, and as they agree.

Mount Hermon
store.

(3) Whereas, the building occupied by the Mount Hermon store had recently been destroyed by fire, it was

VOTED: That arrangements for providing suitable quarters for a store at Mount Hermon for the remainder of the current fiscal year be left with the Central Committee with power.

Redecorating
Auditorium.

(4) That an appropriation of three thousand dollars (\$3000.) be made from the Summer Conferences' accumulated surplus for redecorating the inside of the Auditorium, the work to be done under the supervision of the Superintendent of Buildings, with the understanding that expert advice be followed regarding the color, material, etc., used in the work.

Retiring
allowances:

(5) To authorize Principal Henry F. Cutler to offer retiring allowances to members of Mount Hermon faculty as follows:

Mary A. Dewey
J. Elizabeth Bigelow
Florence E. Flagg
J. East Harrison

Mrs. Mary A. Dewey, teacher in the English Department of Mount Hermon School for the past twenty-eight years, allowance to begin August 1, 1928, \$1000 per year.

Miss J. Elizabeth Bigelow of the Department of Latin, a teacher in Mount Hermon School for the past twenty-nine years, allowance to begin August 1, 1929, \$ 700 per year.

Miss Florence E. Flagg of the Science Department, a teacher at Mount Hermon School for the past forty-six years, allowance to begin August 1, 1929, \$1100 per year.

Dr. J. East Harrison, head of the Department of English Bible, Mount Hermon School, and a teacher in that department of the school for the past twenty-one years, allowance to begin August 1, 1929, \$1500 per year.

Annie I. Thompson

To authorize Acting-Principal Frank L. Duley to offer to Miss Annie I. Thompson, head of the Department of Mathematics, who had served the Seminary thirty-five years as teacher in that department, a retiring allowance of eleven hundred dollars (\$1100.) per year, beginning August 1, 1929.

The above allowances, with the exception of Dr. Harrison's, are approximately in accordance with the plan of retiring allowances approved by the Trustees.

Retirement Plan.

(6) To make effective in the next fiscal year, that feature of the Retirement Plan which calls for payments of five per cent (5%) of salary by the teachers and an equal amount by the Schools; and

To refer to the Committee on Annuities for final report the question of whether this money shall be paid annually to an insurance company or accumulated in a special trust.

Car and Garage for Purchasing Agent.

(7) To authorize the purchase of a car at a cost of approximately seven hundred dollars (\$700.) and the erection of a garage at an expense not to exceed three hundred dollars (\$300.) for the use of the Purchasing Agent, and that thereafter the allowance now being made him for use of his personal car be discontinued.

Car Allowances for Executives.

(8) That allowances for use of cars in connection with the work of the Schools be made to officers for the current fiscal year as follows:

Thomas E. Elder (Dean, Mount Hermon School)	\$180.
L. Lorimer Drury (Alumni Secretary)	\$180.
Richard L. Watson (Buildings Supervisor, Mount Hermon School)	\$180.
Elliott Speer (President)	\$360.

and that the following changes be made in allowances for cars:

William F. Nichols (Assistant Treasurer)	from \$250 to \$300
Henry F. Cutler (Principal)	from \$250 to \$360

Student fees.

(9) That, beginning with the next academic year, September, 1929, the term charges for each School be fixed at one hundred and seventy-five dollars (\$175.) with an annual enrollment fee of \$5.00 for each student, with the understanding that the division of charges be as follows:

Board and tuition (18 weeks)	\$162.00
Laundry	5.50
Doctor and Hospital	5.00
Gymnasium	<u>2.50</u>
Total	\$175.00

That, instead of charging an athletic fee at Mount Hermon, the Schools, in the regular budget, make an annual grant to the Mount Hermon Athletic Association for its purposes.

Medical and Health conditions. (10) That Doctors Richard M. Smith and W. Richard Ohler be asked to report on the results of the arrangement for medical care that has now been in operation at the Schools for nearly three years.

Maintenance of Ambert G. Moody's residence. (11) That the sum of two thousand dollars (\$2000.) be appropriated for the current fiscal year for taxes, care, and maintenance of the residence of Mr. Ambert G. Moody, and that a similar amount be included in the budget for the succeeding fiscal year.

Seminary anniversary invitation to Dr. and Mrs. C. E. Dickerson. (12) That a special invitation be sent by the Clerk to former Principal and Mrs. Charles E. Dickerson to attend Northfield Seminary's fiftieth anniversary.

Mount Hermon Guest House. (Cottage No. 5) VOTED: That during the coming summer term Cottage Number 5 at Mount Hermon School be used for the entertainment of the School's guests, the continuation of this plan to be determined from the results of said temporary arrangement.

Supervision of 1929 Conferences. VOTED: That Mr. W. R. Moody continue under the present arrangement the direction of the 1929 Summer Conferences to the close of the General Conference of Christian Workers.

Chairmanship of Seminary 50th Anniversary Committee. Mr. W. R. Moody raised the question of whether his resignation from the office of Chairman of the Board of Trustees would terminate his position as Chairman of the Seminary Fiftieth Anniversary Committee. No action was taken, but it was the understanding that he would be relieved from serving on the Anniversary Committee.

Remarks of Dr. Speer. VOTED: That a stenographic copy of the remarks made in this meeting by Dr. Robert E. Speer, following the resignation of the Chairman, be sent to each member of the Board.

Passing of Preston B. Keith. WHEREAS Mr. Preston B. Keith passed beyond this life October 19, 1928, at the age of eighty-one years, it was

Resolved that the following minute be spread upon the records of this meeting and that a copy of the same be sent to his family:

The Trustees of The Northfield Schools desire to record their deep sense of loss in the home-going of Mr. Preston B. Keith of Campello, Mass., on October 19, 1928.

Mr. Keith became a Corporator and member of the Board of Trustees of Northfield Seminary in 1892, thereafter being associated for eight years with Mr. D. L. Moody in the administration of the School. He was one of the charter members of the Boards of Corporators and Trustees when, in 1912, Northfield Seminary and Mount Hermon School were merged into one corporation, under the name of The Northfield Schools. Thus he served these Schools as Trustee continuously for thirty-six years.

During all of these years Mr. Keith was keenly interested in the Northfield work and most sympathetic with the ideals of the founder. Mr. Keith was always very faithful in his attendance at the Board meetings and gave freely of his thought, time, and means. As fellow Trustees we hereby record our deepest affection for him, our sincere admiration of his Christian character, our great confidence in his judgment, and our appreciation of the fellowship with him through all these years.

Mr. Stephen Baker's
absence.

A message of regret for his absence, and of best wishes for restored health, was sent by the Treasurer to Mr. Stephen Baker.

Adjournment.

VOTED: To adjourn.

(Signed) Ambert G. Moody
Clerk.

In view of Mr. W. R. Moody's resignation as Chairman of the Board of Trustees, a large majority of the Trustees under date of February 26, 1929, approved the following statement, with the request that it be recorded herein:

The Trustees of The Northfield Schools, in the spirit of good will, and disclaiming thought of criticism, are called upon to make answer to inquiries by the only means at command, but not primarily for publication.

The Board of Trustees has been regarded as broadly representative of the constituency of the Schools, including the ever loyal alumni and alumnae associations. It has sought to be guided by the best traditions of the past and the pressing needs of the present.

In a time of crisis, resulting from the health breakdown of a beloved leader, the Board, in discharge of its trust, acted upon eminent medical and other counsel.

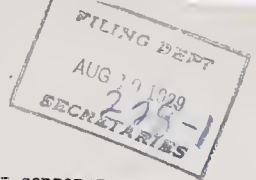
In every essential step during these years the Trustees have been a unit, with no voice in opposition until later raised by the Chairman. His lack of sympathy toward the newer executive order has brought sorrow to all, but the Trustees remain firm in the belief that no other course was open.

The service of Mr. W. R. Moody to the work is beyond the possibility of estimate and will never be forgotten. He is and always will be held in truest affection. The judgment, that the influence of the Schools for good is consistently maintained, is warranted. Complete confidence is had by the Trustees that those upon whom the commission now rests are capable and consecrated and that the religious and other standards will be cherished as of old.

By order of the Trustees.

(Signed) Ambert G. Moody
Clerk.

CORPORATORS MEETING
THE NORTHFIELD SCHOOLS
June 8, 1929



Corporators' meeting,
June 8, 1929.

MINUTES OF THE ANNUAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS, held at Holbrook Hall, Mount Hermon School, Mount Hermon, Mass., at 3.30 p.m., Saturday, June 8, 1929 in pursuance of the following notices duly given:

Call.

"The annual meeting of the Corporators of The Northfield Schools will be held at Holbrook Hall, Mount Hermon School, Mount Hermon, Mass., Saturday, June 8, 1929 at 2.30 p.m., to elect officers for the ensuing year, to hear a report of the Treasurer for the first nine months of the current year, and to transact any other business that may come before them.

(Signed) Ambert G. Moody, Clerk."

"Notice is hereby given that the annual meeting of the Corporators of The Northfield Schools will be held Saturday, June 8, 1929 at 2.30 p.m. at Holbrook Hall, Mount Hermon School, Mount Hermon, Mass. This second notice is sent you in order that action may be taken at this meeting on amendments to the By-Laws.

(Signed) Ambert G. Moody, Clerk."

(The proposed amendments, as made at this meeting, were included in the above notice."

The calls were read by the Clerk.

Present.

Present: Misses Philena R. Sheldon
Daisy B. Treen
Messrs. Stephen Baker
Frank S. Beveridge
Edwin M. Bulkley
Jarvis Cromwell
William Y. Duncan
Thomas J. Foster
Messrs. John L. Grandin
F. Blair Lee
George R. Morris
Ambert G. Moody
Arthur Perry, Jr.
Fleming H. Revell
Richard M. Smith
Elliott Speer
with Messrs. William F. Nichols and George McDwan as guests.

Chairman.

President Elliott Speer was in the chair.

Prayer.

Prayer was offered by Rev. William Y. Duncan.

Absent members' messages.

Messages had been received from the following members of the Board expressing regret at their inability to be present: Messrs. Arthur Perry, W. W. Carman, J. Stewart Baker, R. C. Morse, George S. Palmer, Wilfred W. Fry, Robert E. Speer, Luther A. Weigle, Harold C. Keith.

Minutes.

Minutes of a special meeting held February 8, 1929 were approved as previously submitted in writing to each Corporator.

Expiration of Miss Sheldon's term of office.

WHEREAS Miss Philena R. Sheldon's term of office had expired as a Corporator and Trustee representing the Northfield Seminary Alumnae Association, and

Miss Lucy S. Curtiss, Alumnae Corporator.

WHEREAS Miss Lucy S. Curtiss of Bridgeport, Conn. had been nominated by said Association as its representative on the Board for a period of three years, it was

VOTED: To elect Miss Lucy S. Curtiss a Corporator for a term of three years.

Election of officers.

Upon motion duly made and seconded the following officers were by ballot elected for the ensuing year:

Treasurer: Mr. Edwin M. Bulkley

Assistant Treasurers: Messrs. William F. Nichols
Ambert G. Moody

Clerk: Mr. Ambert G. Moody

The Clerk was duly sworn by Mr. W. F. Nichols, Notary Public, of Mount Hermon, Mass., on June 11, 1929.

Trustees:

Messrs. Stephen Baker	Messrs. Henry K. McHarg
John Stewart Baker	William R. Moody
Edwin M. Bulkley	Ambert G. Moody
Frank S. Beveridge	George R. Morris
William W. Carman	Richard C. Morse
Jarvis Cromwell	George S. Palmer
Miss. Lucy S. Curtiss	Arthur Perry
Messrs. Henry F. Cutler	Arthur Perry, Jr.
William Y. Duncan	Fleming H. Revell
Thomas J. Foster	Richard M. Smith
John French	Robert E. Speer
Wilfred W. Fry	Elliott Speer
John L. Grandin	Miss Daisy B. Treen
William M. Kingsley	Mrs. Luther Allan Weigle
P. Blair Lee	

Treasurer's report.

The Treasurer, Mr. Edwin M. Bulkley, presented an informal report of the receipts and expenditures for the first nine months of the current fiscal year, showing the following comparison with a similar period for the preceding year:

	<u>1929</u>	<u>1928</u>
<u>INCOME:</u>		
Student Fees	\$366,724.22	\$351,431.47
Workhour	33,871.04	34,157.69
Donations	91,230.59	76,998.26
Endowment Income	85,720.96	80,407.13
Miscellaneous	2,778.00	1,226.01
	<u>\$580,324.81</u>	<u>\$544,220.56</u>

	<u>1929</u>	<u>1928</u>
<u>EXPENSES:</u>		
General	\$110,078.04	\$108,895.43
Instruction	162,624.88	159,828.13
Boarding	180,182.54	189,206.90
Miscellaneous	46,624.04	41,558.56
	<u>\$499,509.50</u>	<u>\$499,489.02</u>
Farms	\$3,366.75	\$7,485.00

The Treasurer also presented a report regarding the bequests and other permanent funds and their investment, after which it was

VOTED: To accept the report of the Treasurer and that the acts of the Treasurer as set forth therein be and hereby are ratified and confirmed.

Revision of
By-Laws.

VOTED: To revise the By-laws of The Northfield Schools in accordance with the revision proposed in the second notice of this meeting dated May 31, 1929, as follows:

FIRST

That the words and expressions "Chairman of the Board of Trustees" "the Chairman of the Board" "a Chairman of the Board" "the Chairman of the Board of Trustees" and "the Chairman of the Board of Trustees or" and any other expression referring to the Chairman of the Board of Trustees, be eliminated from all articles in the By-Laws of the said Corporation.

SECOND

That without limiting the generality of the foregoing the following articles be amended as follows:

ARTICLE 1 be amended by eliminating the words "Chairman of the Board of Trustees" "the Chairman of the Board" and "a Chairman of the Board". The article as amended will then read as follows:

The Officers of the Corporation shall consist of a President, one or more Vice Presidents, Treasurer, Assistant Treasurer and Clerk. There shall be a Board of not less than fifteen nor more than thirty Trustees, the number to be annually determined. The Board of Trustees shall be elected by ballot at the annual meeting of the Corporation and shall hold their offices for one year or until their successors are chosen. All these officers, except the President and Vice Presidents, shall be elected by ballot at the annual meeting of the Corporation and shall hold their offices for one year or until their successors are chosen, and the Board of Trustees at its annual meeting shall elect by ballot a President and the Vice Presidents from the members of the Board.

ARTICLE 5 be amended by eliminating the words "the Chairman of the Board of Trustees". This article as amended will then read as follows:

The Corporation shall meet annually at The Northfield Schools between April 15 and June 30, at the call of the Clerk. Special meetings of the Corporation or Trustees may be held whenever the President, a Vice President, the Treasurer, or any three members of the Corporation shall request the same in writing. Notice of the time, place, and purpose of all meetings shall be mailed or delivered by the Clerk to each member of the Corporation or Board of Trustees at least seven days before the meeting. Special meetings may also be held at any time when all the Corporators or Trustees assent thereto and waive notice on the records.

ARTICLE 7 be amended by striking out all of Article 7 and inserting in place thereof the following:

The President or a Vice President shall preside at all meetings of the Corporators and of the Trustees. The President shall be the executive officer of the Corporation and shall have such duties as may be intrusted to him by the Trustees or the Executive Committee.

ARTICLE 8, Section 1, be amended by eliminating the words "the Chairman of the Board of Trustees". The section as amended will then read:

There shall be two standing committees of the Board of Trustees which shall consist of not less than seven members each, of which the President and Treasurer shall be members ex-officio, and the members of these committees shall be elected each year at the annual meeting of the Board of Trustees. These committees shall be designated as the Finance Committee and Executive Committee. In case a vacancy shall occur in either of said committees, it may be filled by the respective committee until the next annual meeting of the Board of Trustees.

ARTICLE 10, Second Paragraph be amended by eliminating the words "the Chairman of the Board of Trustees or" so that the paragraph as amended will then read:

The President or one of the Vice Presidents and Treasurer or Assistant Treasurer shall sign in behalf of the Corporation any deeds or transfers of property that shall be sold by order of the Corporation from time to time. Obligations of the Corporation and other instruments drawn in its behalf shall be signed by the President or a Vice President and Treasurer or Assistant Treasurer.

Upon recommendations submitted by the Executive Committee, the following actions were taken:

Sale of Sarah Aldrich property. (1) VOTED: To sell to the Northfield Hotel Company at book value of three thousand dollars (\$3,000) the so-called Sarah Aldrich property consisting of house and lot adjoining property of said Company and conveyed to the Northfield Seminary by Miss Sarah Aldrich by three deeds as follows:--

First. Deed dated November 25, 1893, and recorded in Franklin County Registry, Book 432, page 393.

Second. Deed dated October 25, 1897, and recorded in Franklin County Registry, Book 457, page 138.

Third. Deed dated October 25, 1897, and recorded in Franklin County Registry, Book 457, page 139.

This property was conveyed to The Northfield Schools by Northfield Seminary by deed dated April 18, 1913 and recorded in Franklin County Registry, Book 597, page 28.

Sale of Birnam Road property. (2) VOTED: To sell the so-called Birnam Road property which was conveyed to The Northfield Schools by William R. Moody by deed dated April 24, 1922 and recorded in Franklin County Registry, Book 681, page 185, at a price and on terms to be approved by the Finance Committee.

Properties transferred from Endowment to Plant account. (3) VOTED: To transfer the following properties from the Endowment to the Plant account at their book value, and that the said Endowment account be reimbursed therefor:

Northfield Seminary

Cottage No. 1 (Building only)	\$2,150.64
Cottage No. 2 (Building only)	2,103.65
Marsh House and Lot	4,094.21
Rankin House (Building only)	4,079.81
Sandbank House (Building only)	<u>1,715.55</u>
Total	\$14,143.86

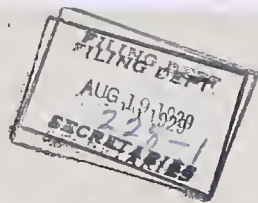
Mount Hermon School

Highland House (Lot and Garage)	\$700.00
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VOTED: To adjourn.

(Signed) Ambert C. Moody
Clerk.

TRUSTEES' MEETING
THE NORTHFIELD SCHOOLS
June 8, 1929



Trustees'
meeting
June 8,
1929.

MINUTES OF THE ANNUAL MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS, held at Holbrook Hall, Mount Hermon School, Mount Hermon, Mass., Saturday, June 8, 1929, immediately succeeding the Corporators meeting of even date, pursuant to the following notice duly given.

"Immediately succeeding the Corporators meeting, the annual meeting of the Trustees will be held for the election of officers and committees for the ensuing year, to hear informal reports of the Principals, to act upon the budget for the coming year, and to transact any other business that may come before them.

(Signed) Ambert G. Moody, Clerk."

The oall was read by the Clerk.

Present

Present:	Misses Philena R. Sheldon	Messrs. John L. Grandin
	Daisy B. Treen	P. Blair Lee
Messrs.	Stephen Baker	George R. Morris
	Frank S. Beveridge	Ambert G. Moody
	Edwin M. Bulkley	Arthur Perry, Jr.
	Jarvis Cromwell	Fleming H. Revell
	Henry F. Cutler	Richard M. Smith
	William Y. Duncan	Elliott Speer
	Thomas J. Foster	

with Messrs. Frank L. Duley, William F. Nichols and George McEwan as guests.

Chairman.

President Elliott Speer was in the chair.

Minutes.

VOTED: To amend the minutes of a special meeting held in New York, February 8, 1929, as previously submitted in writing to each Trustee, by inserting the names of those present at the meeting, a copy of Mr. W. R. Moody's resignation as Chairman, a copy of Dr. Robert E. Speer's remarks relative thereto, and a notation that Mr. Edwin M. Bulkley was in the chair when the resolution was passed accepting the resignation of the Chairman; and that with said amendments the minutes be approved and accepted as submitted.

Election of
officers and
committees.

Upon motion duly made and seconded the following officers and committees were by ballot elected for the ensuing year:

President:	Mr. Elliott Speer
Vice Presidents:	Mr. Stephen Baker
	Mr. John L. Grandin

Executive Committee:	Messrs. John L. Grandin	
	Arthur Perry	
	Richard M. Smith	
	Stephen Baker	
	Ambert G. Moody	
	Edwin M. Bulkley	} ex officio
	Elliott Speer	

Finance Committee: Messrs. Stephen Baker
 William M. Kingsley
 John French
 William W. Carman
 George S. Palmer
 Jarvis Cromwell
 Edwin M. Bulkley)
 Elliott Speer) ex officio

Continuance of Mr. W. R. Moody's salary. **VOTED:** That the salary heretofore being paid Mr. W. R. Moody as Chairman of the Board of Trustees be continued as a retiring allowance.

Minutes of Finance Committee. Minutes of the Finance Committee meetings held May 10, 15, and 28, 1929, were read, after which it was

VOTED: To approve the same, and that the acts of the Finance Committee as set forth therein be made the acts of this Board.

Executive Committee Minutes. **VOTED:** To approve the minutes of the Executive Committee meetings held May 3 and June 5, 1929, as submitted in writing.

Harold C. Keith's letter. **WHEREAS** a letter was read from Mr. Harold C. Keith of Campbell, Mass., expressing regret at being unable to attend the meeting, and adding the following:

"Will you, therefore, notify the Trustees that I will turn over to The Northfield Schools on or before January 10th, 1930, fifty (50) shares of the first preferred stock of the George E. Keith Company, par value \$5,000.00, to be held by the Schools, the income only to be used. This fund I give in memory of my father, George E. Keith, and I am in hopes if business will allow in later years I may be able to increase this fund to more substantial figures."

it was

VOTED: To accept Mr. Keith's gift, and that the Clerk be instructed to send him a letter of appreciation and gratitude.

Executive Committee Recommendations. The recommendations of the Executive Committee made at their meetings of May 3 and June 5, 1929 were presented, discussed and action taken as follows:

Retirement plan. (1) **VOTED:** That the recommendations relative to the Retirement Plan passed at the meeting held May 3, 1929, be ratified and adopted, namely:

- a. That Division II, Paragraph 4, Section b, be eliminated from the annuity plan and the following provision substituted:

"Annual payments of 5% of salary made by the Schools shall be considered the property of the teacher."

- b. That instead of making such annual payments to the Teachers' Insurance and Annuity Association as would be required under the plan, such annual amounts may be retained by the Schools, and that these sums be treated by the Trustees as a special Trust, although they shall not be invested separately, but shall be annually credited with the average rate of interest received on the invested funds of which they are a part.
- c. WHEREAS actuarial estimates state \$520,000 will be required to put the entire plan into effect with the fiscal year 1929-30, this fund to be exhausted eventually both as to principal and interest, and

WHEREAS the Schools are already assuming liabilities under the plan as an "operating expense" as follows:

Retiring allowances already in operation (cost per year)	\$6,609.
Additional retiring allowances authorized to begin August 1, 1929	4,450.
Annual payments of 5% of salaries to be made by the Schools	<u>5,000.</u>
Total	\$16,059.

AND WHEREAS the above mentioned liabilities are the equivalent of \$247,500 of the \$520,000 fund, and the balance, \$272,500, is the amount required for the complete institution of the plan for the next fiscal year,

That this balance of \$272,500 be transferred at the beginning of the next fiscal year into a "Retirement Fund Trust" from the Endowment, Building, and Teachers Retirement Fund (as instituted by vote of the Trustees on October 15, 1927).

The Present balance available is \$301,000. It is understood that further funds will be added to the Retirement Fund as they are available to bring it up to the equivalent of \$520,000 needed as of the start of the next fiscal year; thus reducing and finally eliminating, the charge on operating expenses on account of the Retirement Plan."

(2) In view of the Executive Committee's recommendations regarding the Retirement Plan at its meeting May 3, 1929, and

WHEREAS the ensuing year's retiring allowances and charges of \$16,059, as outlined in the Executive Committee's recommendations, are not a regular operating expense and their inclusion in the regular budget tends to give a false impression of current operating expenses, it was

VOTED: That from the indicated surplus for the current year of at least \$43,000 there be set aside the amount of \$16,059 to provide for these Retirement Plan appropriations which have already been voted.

(3) WHEREAS at present there is being included in the Endowment income this year approximately \$18,000 income received from funds in the special campaign fund as instituted by vote of the Trustees on October 15, 1927, it was

VOTED: That, subject to the approval of the Finance Committee, this income of \$18,000 be not included in current Endowment income, but be added to the principal of said Special Fund.

Operating and Capital Budgets 1929-30.

(4) WHEREAS the President presented the Operating and Capital Budgets for 1929-30 prepared by the Budget Committee and approved by the Executive Committee, it was

VOTED: That the operating budget estimates for the fiscal year 1929-30 calling for a total expenditure of \$642,150 and a total income of \$650,000 be approved, a copy of which is on file with the Clerk.

(5) VOTED: That the budget for capital expenditures, amounting to \$10,100 for Northfield Seminary, and \$13,000 for Mount Hermon School, total \$23,100, and a budget on the Northfield Summer Conferences for \$600. be approved.

Permanent Building Committee.

(6) VOTED: That Messrs. Thomas J. Foster, John L. Grandin, and Elliott Speer be added to the permanent building committee, previously consisting of Messrs. Wilfred W. Fry and Jarvis Cromwell.

House for Miss Wilson.

(7) VOTED: That the Building Committee be asked to select the location, prepare plans, and secure estimates for a house for Miss Mira B. Wilson, Principal-elect, and to report at the autumn meeting of the Trustees.

Miss Jessie Munger's gift.

(8) WHEREAS Miss Jessie Munger of Plainfield, N.J., had kindly offered to give the school the sum of \$50,000 for some capital expenditure in memory of her brother, Henry C. Munger, late of Plainfield, N.J., and had expressed a wish that it be used for a swimming pool at Northfield Seminary, it was

VOTED: To accept the same with gratitude and to instruct the Clerk to send Miss Munger a letter of appreciation. It was also

Swimming Pool for Seminary.

VOTED: That the building committee be asked to prepare plans for secure estimates for a swimming pool at the Seminary, and to report at the autumn meeting of the Trustees.

Revaluation of Buildings.

(9) VOTED: That a revaluation of all buildings at both Schools be secured for insurance purposes as soon as practicable.

Highland House Garage.

(10) VOTED: That Mr. C. C. Frissell be reimbursed to the amount of three hundred dollars (\$300) for additions and alterations to the Highland House property.

Record of Christian Work Company.

(11) VOTED: That it is the sense of this meeting that the Record of Christian Work be continued for the present, subject to the Board of Directors, and that Messrs. Wilfred W. Fry and Elliott Speer be added to said Board of Directors.

Cancellation of Record of Christian Work Company's interest. (12) VOTED: That the interest of \$1600 due from the Record of Christian Work Company for two years from December 31, 1926 to December 31, 1928, be cancelled.

Sunday services at Seminary. (13) VOTED: That the President be given full authority to make such arrangements for the Sunday services of the Seminary as he may deem best.

Report on medical situation. (14) VOTED: That Dr. Richard M. Smith's report in behalf of a special committee on the medical situation at the Schools, authorized at a special meeting of the Board of Trustees on February 8, 1929, be approved and accepted with appreciation and placed on file.

Retirement plan. VOTED: To proceed at once with the Building, Endowment and Teacher's Retirement Plan according to program approved at the annual meeting held June 4, 1927 as follows:

"Voted: To appoint a committee charged with the following duties:

(1) To make plans for conducting said campaign, with authority to add to its numbers as a committee;

(2) To select the public chairman for the campaign;

(3) To determine whether said campaign is to be conducted by the Schools or by an individual or firm from outside; and, if by the latter, to make a contract with said individual or firm beginning theoretically in September, 1928, said contract to be subject to the approval of the Board of Trustees at its next October meeting;

(4) To supervise the preliminary work of said campaign, in which work they shall be authorized to expend not over fifteen thousand dollars (\$15,000), it being understood that said committee will attempt to raise said fifteen thousand dollars without drawing upon the funds of the Schools. And it was further

"Voted: That Messrs. John L. Grandin, Wilfred W. Fry, and Stephen Baker constitute this committee."

Renewal of insurance. VOTED: That the next fractions of the insurance expiring at Northfield Seminary and Mount Hermon School be renewed in the Mutual Insurance Companies subject to the approval of the Executive Committee as to Companies in which said insurance be placed.

Mount Hermon Counsellors' recommendations. Upon recommendation of the Mount Hermon Board of Alumni Counsellors, it was

VOTED: That the Trustees recognize the Permanent Fund of the Dwight L. Moody Living Endowment; that the Trustees receive and apply to the account of said Fund bequests and insurance benefits especially so designated by alumni or other individuals; that accruals to the Endowment Fund.

Fund be invested and administered by the Trustees in bulk with the other funds of the Schools, but that the proportionate income yield thereof be credited annually to the Dwight L. Moody Living Endowment; that the Trustees devise and authorize a suitable form of bequest to be used in connection with the said Permanent Fund.

Howard Hall
Fund.

VOTED: To refer to the Executive Committee for action and report at the October meeting the recommendation of the Mount Hermon Board of Alumni Counsellors that the principal of the "Howard Hall Fund" otherwise known as the Y.M.C.A. Building Fund, be transferred to the Endowment Fund of Mount Hermon School and that the income therefrom be credited to the Dwight L. Moody Living Endowment.

Mount Hermon
store.

VOTED: That the question of a location and building for a new store at Mount Hermon School in place of the one recently destroyed by fire be referred to the Central and Executive Committees for further study and report at the autumn meeting of the Trustees.

Overtoun Hall
fire protec-
tion.

WHEREAS the President presented a report on the installation of fire escapes or sprinklers, or both, at Overtoun Hall, it was

VOTED: To refer this question to the Executive Committee with power.

Retiring Al-
lowance, Miss
Annie I.
Thompson.

VOTED: To make the retiring allowance of Miss Annie I. Thompson eleven hundred and fifty dollars (\$1150) per year instead of eleven hundred dollars (\$1100) as previously voted.

Officers'
special com-
pensation.

In recognition of the efficient service rendered by Mr. Frank L. Duley as Acting Principal during the past four years, and of the service of Mr. Ambert G. Moody for nearly fifty years, it was

VOTED: To allow Mr. Duley and Mr. Ambert G. Moody special compensation of one thousand dollars (\$1000) each.

Connecticut
Cottage.

WHEREAS the President presented a report relative to the condition of Connecticut Cottage, it was after discussion

VOTED: To refer the matter to the Executive Committee with power to act.

Doctor Cutler's
report.

An informal report on Mount Hermon School was presented by Principal Henry F. Cutler showing an aggregate registration of 638 for the year as compared with 630 the preceding year. Of this total 81 students came from foreign countries. The enrollment for the spring term, 1929, was 368. The average age of students for the year was 18 years, 1 month; of the senior class, 20 years, 11 months. Eighteen students were planning to take college board examinations this year.

Dr. Charles E.
Dickerson's
letter.

A letter was received from Dr. and Mrs. Charles E. Dickerson, from Cairo, Egypt, expressing thanks for the invitation of the Trustees to attend the 50th Anniversary celebration of the Northfield Seminary and regret that their absence from America on the date of the Anniversary would prevent them from being present.

Mr. George S.
Palmer.

VOTED: That greetings from the Board be sent to Mr. George S. Palmer by the Clerk.

Adjourned.

VOTED: To adjourn.

(Signed) Ambert G. Moody, Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED,
WITHOUT READING, AT THE MEETING OF THE CORPORATORS TO BE HELD JANUARY 27, 1931,
FOR APPROVAL OR AMENDMENT, AS THE CORPORATORS MAY DESIRE.

FILED
228-1
JAN 28 1931
SECRET

CORPORATORS' MEETING - THE NORTHFIELD SCHOOLS

October 18, 1930

Corporators'
meeting,
October 18,
1930.

MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE
NORTHFIELD SCHOOLS, held at Holbrook Hall, Mount Heron School,
Mount Heron, Mass., Saturday, October 18, 1930, in pursuance to
the following notice duly given:

Call.

"You are hereby notified that a special meeting
of the Corporators of The Northfield Schools will be
held at Holbrook Hall, Mount Heron, Mass., Saturday,
October 18, 1930, at 9:30 a.m., to hear the report of
the Treasurer for the fiscal year ending July 31, 1930,
and to transact any other business that may come before
them.

(Signed) Albert G. Moody, Clerk."

Present.

Present: Misses Lucy S. Curtiss Messrs. P. Blair Lee
Daisy E. Trcen William R. Moody
Messrs. Stephen Baker Albert G. Moody
Edwin M. Bulkley Richard C. Morse
Jarvis Cromwell George S. Palmer
Henry F. Cutler Arthur Perry, Jr.
Thomas J. Foster Richard M. Smith
Wilfred W. Fry Elliott Speer
John L. Grandin Lester A. Neigle

with

Miss Mira B. Wilson, M. William F. Nichols, and Mr. George
McEan as guests.

Chairman,

President Elliott Speer was in the chair.

Call read.

The call was read by the Clerk.

Prayer.

Prayer was offered by M. Bulkley.

Messages from
absent members.

Letters were presented from the following members of the
Board, who expressed regret at their inability to be present:
Messrs. Fleming H. Revell, Arthur Perry, Robert E. Speer, W. W.
Carman, J. Stewart Baker, Frank S. Beveridge, William Y. Duncan,
and Harold Keith.

Minutes.

Minutes of the annual meeting held June 7, 1930, as
previously submitted in writing to each Corporator, were approved.

Treasurer's
report.

M. Edwin M. Bullley, Treasurer, presented a report of
the current income and expenses for the fiscal year ending July
31, 1930, showing the following comparison with the preceding year

<u>INCOME:</u>	<u>1930</u>	<u>1929</u>
Student Fees	\$364,758.	\$365,638.
Workhour	37,447.	42,981.
Endowment Income	120,777.	114,352.
Donations	119,441.	149,612.
Miscellaneous	<u>10,109.</u>	<u>6,259.</u>
Totals	\$652,532.	\$678,842.

EXPENSES:

General	\$112,506.	\$145,795.
Instruction	206,085.	204,253.
Boarding	229,047.	230,192.
Miscellaneous	<u>65,813.</u>	<u>60,232.</u>
Totals	\$623,451.	\$640,472.

Excess of income over expenses:		
	\$29,081.	\$38,370.
To reserve for retiring allowances	<u>15,000.</u>	<u>16,000.</u>
Balance	\$14,081.	\$22,370.

Auditor's
report.

The Treasurer also presented the report of the Auditor,
Messrs. F. W. Lafrentz & Company, on examination for the year
ending July 31, 1930, in which the following statement was made:

"We certify that we have examined the accounts and
records of The Northfield Schools for the year ending
July 31, 1930, and, in our opinion, the statements em-
bodied in this report correctly set forth the operations
for the year and the financial condition of The Northfield
Schools at July 31, 1930,"

after which it was

VOTED: To accept the Treasurer's and the Auditor's
reports and place them on file, and that the acts of the Treasurer
be and hereby are made the acts of this Board.

Adjournment.

VOTED: To adjourn.

(Signed) Albert C. Moody
Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED,
WITHOUT READING, AT THE MEETING OF THE TRUSTEES, to be HELD JANUARY 27, 1931,
FOR APPROVAL OR AMENDMENT, AS THE TRUSTEES MAY ORDER.

TRUSTEES' MEETING - THE NORTHFIELD SCHOOLS

October 18, 1930.

STYLING
JAN 22 1931
SECRET

Trustees'
meeting,
October 18,
1930.

MINUTES OF A SPECIAL MEETING OF THE TRUSTEES OF THE
NORTHFIELD SCHOOLS, held at Holbrook Hall, Mount Hermon School,
Mount Hermon, Mass., Saturday, October 18, 1930, immediately
succeeding the Corporators' meeting recorded above, in pursuance
to the following notice duly given:

Call.

"Immediately succeeding the Corporators' meeting,
a special meeting of the Board of Trustees will be
held at the same place to hear the President's and
the Principals' reports for the year ending July 31,
1930, and to consider and act upon any other business
that may come before them.

(Signed) Lambert C. Moody, Clerk."

Present.

Those in attendance at the Corporators' meeting of
even date were present at this meeting.

Chairman.

President Elliott Speer was in the chair.

Reading of call.

The call was read by the Clerk.

Minutes.

Minutes of the annual meeting held June 7, 1930, as pre-
viously submitted in writing to each Trustee, were approved after
the insertion of the names of William R. Moody and Lambert C. Moody
between the word "two" and "against" in the line following the
resolution regarding Sunday morning religious services for Seminary
students, thus making the sentence read: "Thirteen voted in favor
of, and two, Messrs. William R. Moody and Lambert C. Moody, against
the resolution."

Finance
Committee
minutes.

Minutes of a meeting of the Finance Committee held October
8, 1930 were read, after which it was

VOTED: That the records of the Finance Committee and
its actions as therein set forth be ratified, confirmed, and made
the acts of this Board.

Executive
Committee
Minutes

VOTED: To approve the minutes of a meeting of the Executive Committee held August 4, 1930, as previously submitted in writing to each Trustee, and that the acts of said Committee as set forth therein be made the acts of this Board.

Letters from
Mr. Walker
and Rev. Mr.
Pattison.

Letters were read by the Clerk from (1) Mr. S. E. Walker, Manager of The Bookstore, expressing gratitude for the leave of absence and extra compensation extended to him by action of the Executive Committee, and from (2) Reverend F. W. Pattison, Pastor of the Northfield Trinitarian Congregational Church, in reply to a communication sent him by the Clerk as ordered by the Trustees at their meeting of June 7, 1930; which letters are on file with the Clerk.

Recommendations
of Central
Committee adopted.

Upon recommendation of the Central Committee the following actions were taken:

Board and
tuition charges
to children of
employees (vote
amended).

(1) VOTED: To amend the vote of the Trustees passed at their meeting of June 7, 1930 relative to board and tuition charges for resident students who are children of the Schools' employees by the addition of the following to the first paragraph:

whom the Principal of the School which the student desires to enter shall deem it necessary or wise to accept into dormitories as resident students,

thus making the vote read as follows:

VOTED: That, beginning with the next school year, September, 1930, the following charges be made for board and tuition of children of the Schools' employees whom the Principal of the School which the student desires to enter shall deem it necessary or wise to accept into dormitories as resident students:

One-half the regular charges for the first year. Thereafter, full rates less tuition charges at the rate of one hundred dollars (\$100) per year. These students are to be eligible on the same basis as all other students to scholarships, Student Aid loans, and any other form of aid. Exceptions are to be made in all cases already arranged for.

Board and tuition
Charges to
children of
Hotel employees.

(2) VOTED: To allow children of employees of The Northfield Hotel, beginning with the opening of the fall term, 1930, and continuing thereafter, to attend either Northfield Seminary or Mount Hermon School as day students without charge, thus extending to them the same privilege as to children of the Schools' employees; and that they be admitted into dormitories as resident students under the same conditions and at the same charges for board and tuition as children of the Schools' employees.

Authorization
to sign
receipts for
Post Office
payments.

(3) VOTED: To authorize Mr. William F. Nichols, Assistant Treasurer, and Mr. S. ... Norton, Cashier, to sign receipts for payments of rental on the Post Office quarters at Mount Hermon, Mass., and payments for carrying mail between said Post Office and the Mount Hermon Railroad Station.

(4) VOTED: To authorize Mr. George McEwan, Comptroller, to sign receipts for payments of rental on the Post office quarters at East Northfield, Mass.

Change in
fiscal year
of Schools.

(5) VOTED: That the fiscal year of the Schools, heretofore closing on July 31, be changed to close on June 30, said change to go into effect for the current year and to continue thereafter.

Stage curtains
for Camp Hall.

WHEREAS the Central Committee recommended the authorization of the purchase of stage curtains for Camp Hall at a cost of approximately \$500, it was

VOTED: To authorize the purchase of suitable stage curtains for Camp Hall at a cost not exceeding five hundred dollars (\$500), and of a stage cyclorama for said Hall provided the Central Committee considers the latter equipment to be desirable.

Purchase of
Pauchaug Meadow
land in connection
with rights granted
Turners Falls
Power Company.

WHEREAS the Central Committee recommended that the Schools purchase from the Turners Falls Power & Electric Company of Turners Falls, Mass., three parcels of land in Pauchaug Meadow, known respectively as the Amy Alexander, the William Alexander Estate, and the J. Lee Bolton lots, and containing approximately thirty (30) acres, for a sum not exceeding twenty three hundred dollars (\$2300), said purchase to apply as part payment for the flowage and other rights to be deeded said Company on the Schools' present property, it was

VOTED: That said recommendation be referred to the Executive Committee with power.

Organization
of a Northfield
Seminary Church.

Upon recommendation of the Central Committee, it was

VOTED: To approve the organization of a church at Northfield Seminary, but that the plans for the organization of such church be referred back to the Central Committee for further consideration and report to the Board of Trustees; and it was further

Discontinuance
of present
pastorate
arrangement.

VOTED: To discontinue, at the termination of the Reverend F. W. Pattison's present pastorate, the arrangements of having the pastor of the Northfield Trinitarian Congregational Church serve also as pastor of Northfield Seminary and the Mount Hermon Church. It was further

Summer Confer-
ence offerings
toward the work
of the Northfield
Church.

VOTED: That the Trustees hereby express their willingness to continue to utilize offerings of the Northfield Summer Conferences for the support of the work of the Trinitarian Congregational Church in Northfield.

Allocation of
alumni gifts.

WHEREAS a request of the Mount Hermon Board of Alumni Counsellors to allocate from the alumni gifts to the Capital Fund, such funds as may be reserved for endowment purposes unless

otherwise designated, to the Permanent Fund of the Dwight L. Moody Living Endowment, which was laid on the table at the meeting of June 7, 1930, was again brought before the Board, it was

VOTED: To refer said request to the Endowment Campaign Committee with power.

Entertainment allowances.

VOTED: That entertainment allowances amounting to three hundred dollars (\$300) each be allowed to the Seminary and Mount Hermon School Principals for the current fiscal year.

Allowance for Superintendent's assistant.

VOTED: To authorize an allowance of four hundred dollars (\$400) for the current fiscal year, in addition to the budget allowance, for the expense of an assistant to the Superintendent of Buildings.

Report of Building Committee.

A report of the Building Committee was given by Mr. W. W. Fry and the President relative to alterations at Dwight's Home and Camp Hall, the status of the construction of the Munger swimming pool, and the Seminary Principal's residence. Report also was given of a pledge of \$82,500 for the renovation of the Chapel at Mount Hermon, and attention was called to plans for that renovation prepared by Mr. Ralph Harrington Doane, the Schools' architect, after consultation with Dr. Cutler, Mr. Fry as Chairman of the Building Committee, the President, and the anonymous donor.

Appropriations for Seminary Principal's residence.

VOTED: To appropriate the sum of three thousand dollars (\$3,000) for furnishings for the new residence of the Seminary Principal, and one thousand dollars (\$1,000) for grading the grounds of said residence.

Report of
\$3,000,000
Campaign
Committee.

A report of the Committee on the campaign for raising \$3,000,000 was presented by the President, in which he stated that \$894,917.36 had been raised to date by definite bequest, gift, or pledge. This, together with \$272,500.00 transferred from legacies received prior to July 31, 1929, leaves a balance to be raised of \$1,832,582.64. The report included a memorandum of a meeting of the Committee held August 28, 1930 at which it was agreed that, in view of financial conditions, there would be no opportune time between said date and June 1, 1931 for the widespread, popular campaign for which preparation had been made. It has been decided to complete the campaign to June 1st on the basis of large gifts. Messrs. Marts & Lundy had agreed to the abrogation of the unfulfilled provisions of their contract of June 27, 1929, the Committee agreeing to engage said firm on the same basis as during the past year; namely, \$500 a week from September 8 to December 13, 1930, and from January 5 to June 6, 1931; a total of \$18,000. The memorandum further stated that \$38,000 had been expended to date, of which \$20,500 had been paid to the firm of Marts & Lundy. (Copy of said memorandum is on file with the Clerk.

Record of Chris-
tian Work
Company.

The President reported on the status of the Record of Christian Work Company, stating that Mr. A. P. Fitt, formerly Managing Editor, had been appointed Editor, and that Mr. S. E. Walker's resignation as Business Manager had been followed by the appointment of Mr. Frank W. Pearsall, Jr., to that office. By reducing personnel and other overhead costs, decrease in expenses for the year 1931 is anticipated. Figures were presented also to show that the decline in the number of paid subscriptions is being arrested.

Appropriation
for salary of
publicity
assistant.

WHEREAS, at the meeting of the Finance Committee held October 8, 1930, the following action was taken:

"VOTED: That Mr. Loeser should be retained as 'Publicity Man' at the rate of \$3,600 per annum, the probable cost of \$2,800 for the period of service to be charged against the Campaign Fund,"

said action being approved by the Trustees at this meeting, and

WHEREAS Mr. Loeser had declined the offer of a position in connection with the Schools, it was

VOTED: To authorize the President to use said appropriation to be paid to whomsoever he may engage for publicity work.

Messrs. Carr, Walker, and Fitt included in annuity plan.

VOTED: To include in the Schools' annuity plan for officers and faculty the following officers: Mr. George W. Carr, Superintendent of the Northfield Seminary farm; Mr. S. E. Walker, Manager of The Bookstore; and Mr. ... P. Fitt, Editor of the Record of Christian Work.

Resignation and compensation of Rev. F. W. Pattison as Schools' Pastor.

VOTED: That, in case of the acceptance by the Northfield Trinitarian Congregational Church of the recent resignation of the Reverend F. W. Pattison as pastor, the Schools grant him six months' salary, amounting to three hundred dollars (\$300) in addition to the salary due him upon termination of his pastorate of the Mount Hermon Church and Northfield Seminary, which it is understood will be simultaneous with the termination of his pastorate of the Northfield Church.

Passing of Mrs. John S. Kennedy.

VOTED: That the Treasurer be requested to prepare a suitable minute expressing the grateful appreciation and esteem in which the memory of Mrs. John S. Kennedy, late of New York City, for many years a warm friend and generous donor to the work of these Schools, is held by the Trustees. The minute follows:

The Trustees of The Northfield Schools record their deep sense of loss in the passing of Mrs. John S. Kennedy of New York on July 23, 1930, in her ninety-seventh year.

From the inception of The Northfield Schools, Mrs. Kennedy, like her husband, the late Mr. John S. Kennedy, had been a loyal and generous friend. The interest of the two, who were so wonderfully united in good works, was first awakened through their friendship with the Founder, and confirmed by their sympathy with the principles upon which the Schools were established.

With the passing of the years, Mrs. Kennedy's interest was continuous and found expression in repeated and generous ways. Her benefactions to the Northfield cause, in its broadest interpretation, were of infinite and continuing worth.

But it was not alone in the material welfare of the Schools that Mrs. Kennedy's sympathy was enlisted. The achievements of former students, whether in foreign missionary labors or in the homeland, were an unfailing source of joy. The lives of individual students, their struggles to acquire an education, and their subsequent careers, were no less keenly followed.

Mrs. Kennedy's genuinely catholic spirit and broad horizons in the Kingdom of God were ever evinced by her ready and most liberal support of Christian enterprises, without regard to denominational affiliations, in all parts of the world. While loyal to the church with which she was associated, her keen spiritual perception led her to recognize the work of God under widely varied conditions and circumstances. She was one who found her greatest joy in giving, not only of her means, but of her loving sympathy.

To those of us who were privileged to know Mrs. Kennedy there will ever be cherished the memory of this noble Christian servant of God, who "abounded in every good work."

Passing of
L.L. Drury,
Alumni
Secretary.

WHEREAS Mr. L. Lorimer Drury, who had served the Schools for the past twenty-eight years as teacher and Alumni Secretary, passed from this life on October 8, 1930, it was

VOTED: To spread the following minute upon the records of this meeting, and that the Clerk be instructed to send a copy of the same to Mr. Drury's family:

The Trustees of The Northfield Schools here record their deep sense of loss in the death of L. Lorimer Drury, October 8, 1930.

Mr. Drury was a graduate of Mount Hermon School in the class of 1898. In 1902 he was graduated from Brown University. He returned to Mount Heron as teacher in the fall of 1902 and has been since that time closely identified with the work of the School. His greatest work was perhaps among the alumni as Alumni Secretary. The present splendid organization of the alumni is due in large part to his constant and long continued efforts. He knew how to ask help for his School without giving offence,

He never shrank from duty. He had a keen sense of justice, of right and wrong. He nobly lived and bravely died, giving all for his School which he loved.

And it was further

L. L. Drury
retirement
fund.

VOTED: That Mr. Drury's salary for the remainder of the current fiscal year be paid to his widow in full; that she also be granted the sum of five hundred dollars (\$500) toward expenses incurred by his illness and death; and that she and her family be permitted to enjoy the occupancy of their home at Mount Hermon during the remainder of the present fiscal year.

WHEREAS the President proposed that the amount held by the Schools in the Retirement Fund on behalf of Mr. Drury be hereafter held as a trust fund for the benefit of his widow, it was after discussion

VOTED: That the disposition of said fund be referred to the Executive Committee with power.

Letter from
Mrs. Drury.

A letter from Mrs. Drury expressing gratitude for the sympathy and floral tribute of the Board of Trustees in the recent passing of her husband was read by the Clerk.

Greetings to
Mr. Perry.

VOTED: To instruct the Clerk to send greetings from
the Board to Mr. Arthur Perry, who was unable to be present because
of ill health. The following message was sent him subsequently
by telegraph:

"Trustees unite in sending most cordial greetings
and best wishes. We missed your presence and counsel.
Rejoice in your recovery.

(Signed) Albert G. Moody."

Recess.

VOTED: To take a recess until 2 p.m.

Reassembled.

Reassembled at 2 p.m., with President Elliott Spear
in the chair.

Seminary
Principal's
report.

As reports of the Principals had not previously been
submitted to the Trustees in writing, Miss Mira B. Wilson, as
Principal of Northfield Seminary, submitted her report for the
year ending July 31, 1930, in which she stated that the aggregate
enrollment for the year was 610, including 69 day students.
Students from 24 states and United States' possessions and from
4 foreign countries were registered, representing 17 denominational
affiliations. The average age, during the second term, was 17
years; the number of graduates, 91, of whom 48 had entered college,
and 40 were pursuing other courses of training. Two new scholar-
ships, the Evelyn S. Hall scholarships, will perpetuate the memory
of Miss Hall, former Principal of the Seminary, whose influence
will ever be felt in the life of the School.

Mount Hermon
Principal's
report.

Principal Henry F. Cutler of Mount Hermon School reported
an aggregate enrollment of 620. The first semester registration
was 553; the second semester, 531. The number of graduates was
81, all of whom entered college this fall. The average age of
students was 18 years and 8 months.

VOTED: To accept the reports of the Principals and to place them on file with the Clerk.

Result of farm operations.

Special mention was made of the excellent results of the Schools' farms for the past year. It was the sense of the meeting that the Trustees' sincere appreciation of these results should be expressed to the two Farm Superintendents.

Adjournment.

VOTED: To adjourn.

(Signed) Lambert G. Moody
Clerk

R. E. Speer

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED

JUN 9 1931 WITHOUT READING AT THE MEETING OF THE CORPORATORS TO BE HELD JUNE 13, 1931,

Ans. FOR APPROVAL OR AMENDMENT, AS THE CORPORATORS MAY DESIRE.

FILED DEPT. 228-1
JUN 27 1931
SECRETARIES

CORPORATORS' MEETING - THE NORTHFIELD SCHOOLS

January 27, 1931

Corporators' meeting, October 18, 1930. MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at the Bank of Manhattan Trust Company, 40 Wall Street, New York, N.Y., Tuesday, January 27th, 1931, in pursuance to the following notice duly given;

"You are hereby notified that a special meeting of the Corporators of The Northfield Schoole will be held at the office of Mr. Stephen Baker, Bank of Manhattan Trust Company, 40 Wall Street, New York City, on Tuesday, January 27, 1931, at 3 p.m. to transact any business that may come before them at that time.
(Signed) Ambert G. Moody, Clerk."

Present. Present: Miesse Lucy S. Curties Messrs. John French
Daisy B. Treen John L. Grandin
Messrs Stephen Baker P. Blair Lee
J. Stewart Baker Ambert G. Moody
Edwin M. Bulkeley Richard C. Morse
Jarvis Cromwell Elliott Speer
Henry F. Cutler Robert E. Speer
Thomas J. Foster
with Miss Mira B. Wilson as guest.

Chairman. President Elliott Speer was in the chair.

Call. The call was read by the Clerk.

Prayer. Prayer was offered by Dr. Robert E. Speer.

Message from absent members Message were presented from the following members of the Board who expressed regret at their inability to be present: Messrs. George S. Palmer, Wm. M. Kingsley, W. W. Carman, Wm. R. Moody, Richard M. Smith, W. W. Fry, Glen Wright, and Wm. Y. Duncan.

Minutes. Minutes of the meeting held October 18, 1930, as previously submitted in writing to each Corporator were approved.

Rebecca
Wendel Swope
Will.

WHEREAS Mr. John French presented the following resolution:

" WHEREAS, by paragraph 57, of the Last Will and Testament of Rebecca A. D. Wendel Swope,

"The Northfield Schools is given 3/200 interest in the remainder of said testator's residuary estate after the life estate of Ella V. Von E. Wendel, and

"WHEREAS, part of said residuary estate consists of an undivided one-eighth (1/8th) interest in premises in the Borough of Manhattan described as;

"All that certain lot of land, with the buildings thereon situate, lying and being in the Borough of Manhattan, of the City of New York, bounded and described as follows:-

"BEGINNING at the corner formed by the intersection of the southerly side of 61st Street with the westerly side of Lexington Avenue; and running thence westerly along the southerly side of 61st Street 20 feet; thence southerly parallel with Lexington Avenue and partly through the centre of a party wall standing partly on the land hereby conveyed and partly on land adjoining thereto on the west 80 feet; thence easterly and parallel with 61st Street 20 feet to the westerly side of Lexington Avenue; and thence northerly along the westerly side of Lexington Avenue 80 feet to the point or place of beginning; said premises being known as and by the street No. 140 East 61st Street."

"Subject to a lease for the life of Martha A. Holm wedd formerly known as Martha Schroeder.

" AND WHEREAS the Samuro Corporation is the owner of the remaining 7/8ths interest, and is desirous of becoming the sole owner of said premises, by purchase by agreement or through a suit to partition said premises;

"AND WHEREAS the said one-eighth (1/8th) interest encumbered as aforesaid is substantially of the value of Twelve thousand (\$12,000) Dollars, and it is desirable that it be converted into cash because of the many diverse interests and the possibility of a partition action affecting said premises, but its sale to the Samuro Corporation which has offered to pay Twelve Thousand (\$12,000) Dollars therefor, to be held by the executors of the Estate of Rebecca A.D. Wendel Swope for the benefit of The Northfield Schools and others, and distributed to them under said Will upon the death of Ella V. Von E. Wendel;

" BE IT RESOLVED that the Corporators of The Northfield Schools, hereby authorize the sale of its said right, title and interest in the premises known as 140 East 61st Street, New York City to the Samuro Corporation in consideration of the payment by said corporation of Twelve Thousand (\$12,000) Dollars to the Trustees of the Estate of Rebecca A. D. Wendel Swope to form part of the residuary estate, and that the President or a Vice-President and the Treasurer or Assistant Treasurer of this Corporation, be and they hereby are authorized to make and execute the proper deed of conveyance of said premises in the name of, and on behalf of this Corporation and make delivery thereof upon the said consideration being paid as aforesaid." It was

VOTED: To authorize the passing of this resolution and the execution of the necessary documents relating thereto by the proper officers.

Resolution
Regarding
Mr. Arthur
Perry.

WHEREAS Mr. Arthur Perry, our fellow corporator and Trustee, passed from this life on November 16, 1930, it was

VOTED: To spread the following minute on the records of this meeting and to send a copy of the same to Mrs. Perry and Mr. Arthur Perry, Jr.:

Mr. Perry, a Corporator of the Northfield Seminary from 1903 until the merger in 1912 of Northfield Seminary and Mount Hermon School, became at that time a member of the Board of The Northfield Schools, and has since remained on as Corporator and Trustee.

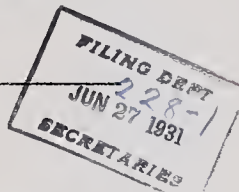
During all these years Mr. Perry's service on the Board has been of inestimable value. He has given royally to the Schools thought, sympathy, and support. As one whose term of service has covered nearly thirty years, he has brought to recent years the best of the past. While he has taken a keen interest in the material and physical welfare of the Schools, he has always placed first their spiritual and intellectual growth and well-being.

The Trustees desire to record herein their appreciation of the privilege of his companionship, their admiration for his radiantly winsome personality, strong Christian character, and sound judgment, and their sense of bereavement and loss in his passing.

Adjourned.

Ambert G. Moody
Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED,
WITHOUT READING, AT THE MEETING OF THE TRUSTEES TO BE HELD JUNE 13, 1931,
FOR APPROVAL OR AMENDMENT, AS THE TRUSTEES MAY DESIRE.



MEETING OF TRUSTEES
The Northfield Schools
January 27, 1931

Trustees'
Meeting
January 27,
1931.

MINUTES OF A SPECIAL MEETING OF THE TRUSTEES OF
THE NORTHFIELD SCHOOLS, held at the Bank of the Manhattan
Trust Company, 40 Wall Street, New York, N.Y., Tuesday,
January 27, 1931, immediately succeeding the Corporators'
meeting recorded above, in pursuance to the following
notice duly given:

Call.

"Immediately succeeding the Corporators' meeting,
a special meeting of the Trustees of The Northfield
Schools will be held at the same place. The principal
business of this meeting will concern the campaign,
which is now entering its final stages. There will
be extremely important questions to consider regarding
the work to be done in the campaign.

(Signed) Ambert G. Moody, Clerk."

Call read.

The call was read by the Clerk.

Present.

Those in attendance at the Corporators' meeting of
even date were present at this meeting.

Chairman.

President Ellicott Speer was in the chair.

Minutes.

Minutes of the meeting of October 18, 1930 as
previously submitted in writing to each Trustee were
approved.

Finance
Committee
Minutes.

Minutes of the Finance Committee held December 3,
1930 were read, after which it was

VOTED: That the records of the Finance Committee
and its actions as therein set forth be ratified, confirmed,
and made the acts of this Board.

Executive
Committee
Minutes.

VOTED: To approve the minutes of a meeting of the
Executive Committee held January 27, 1931, and that the actions
of the Committee as set forth therein be made the acts of
this Board.

Emma B.
Kennedy
Necklace.

The following resolution, presented by Mr. Stephen Baker, was adopted:

WHEREAS Emma N. Kennedy, who died July 23, 1930, by the terms of her last will and testament, which was admitted to Probate in the Surrogate's Court of the County and State of New York, on December 18, 1930, and Letters Testamentary issued to Mr. Stephen Baker and Mr. F. Leonard Kellogg, divided and bequeathed two-twentieths of her residuary estate to Trustees of The Northfield Schools at East Northfield, Massachusetts; and

WHEREAS, the decedent, by her said will, bequeathed to her three nieces, Charlotte S. Baker, Christine Virginia Baker Rowell, and Emily Baker Kellogg, all the personal property situated at the time of her death in her apartment No. 400 Park Avenue, New York, N.Y.; and

WHEREAS, she died possessed of a certain necklace consisting of three strings of pearls and a pin of the appraised value of \$55,425.14, which the decedent caused to be placed temporarily in her safe deposit box in the Bank of Manhattan Trust Company, where it was found at the time of her death, but which, except during the period of said temporary safekeeping, was always kept by the decedent in her apartment at No. 400 Park Avenue, New York, N.Y.; and

WHEREAS, the decedent left certain letters stating that she desired said necklace to remain in her family and requesting her three nieces aforesaid, at their deaths, to bequeath the necklace to certain other blood relatives of Mrs. Kennedy; and

WHEREAS, the foregoing facts were all placed by the Executors before all of the residuary legatees at a conference called on January 7th, 1931, at which Trustees of The Northfield Schools were represented by Edwin M. Bulkley, Esq., its Treasurer; and

WHEREAS, it was the unanimous opinion of said representative of said residuary legatees, in which opinion Edwin M. Bulkley joined, that the decedent's wishes were clear and unequivocal and that the residuary legatees should do everything necessary and proper to fully carry out such wishes so that said necklace be delivered to said nieces:

NOW, THEREFORE, be it

RESOLVED, that the Board of Trustees of The Northfield Schools approves in all respects of the action taken by the residuary legatees at the aforesaid meeting, and further approves of the execution and delivery to said Executors of

a formal consent that such necklace is to be considered for the purpose of carrying out the decedent's wishes as expressed in her Will as situated in her said apartment at the time of her death; that the same is a part of the personal property which is bequeathed to the decedent's nieces, Charlotte S. Baker, Christine Virginia Baker Rowell, and Emily Baker Kellogg by Article Second (1) of decedent's will; and that the Executors under said Will dispose of said necklace accordingly; and be it

FURTHER RESOLVED, that the proper officer or officers of said corporation be empowered to execute and deliver a consent in such form as the Executors may request, to the end that said necklace be considered under the Will of the decedent as the property of the three nieces, aforesaid, and distributed to them by the Executors, and that said officer or officers be further empowered to do any other thing or execute any further instrument necessary or proper, or required by said Executors, to fully and completely carry out the foregoing.

Report of
Building
Committee.

In the absence of Mr. Fry, chairman of the Building Committee, the President reported that the estimated cost of construction of the Seminary Principal's house was \$26,000, while the actual cost was \$26,101.08; that the cost of grading to date had been \$2,638.04 with an estimate that an additional \$400.00 would be required to complete the grading in the spring.

Cost of
Seminary
Principal's
house.

Cost of
Munger
Swimming
Pool.

Report was made that the estimated cost of the ^{pool} *Henry C.* Munger swimming was \$60,443.00, and that the actual cost was \$61,122; that the estimated cost of alterations to the basement of Skinner Gymnasium had been \$15,000.00 while they actually had cost \$14,873.00.

Mount Hermon
Chapel.

Satisfactory progress was reported on the work of remodeling the interior of the Mount Hermon Chapel.

Appreciation
of Miss
Munger's gifts
and interest.

WHEREAS the President reported that Miss Jessie Munger had been in Northfield on January 23 for the formal opening of the Henry C. Munger Memorial Pool, which she had presented to the Seminary in memory of her brother, and

WHEREAS few persons have taken a deeper interest in the work of The Northfield Schools than has Miss Munger, and

WHEREAS she not only has given brick and mortar, but has followed the personal needs of many students through-

out their course in these Schools and in college, it was

VOTED: To extend to Miss Munger the hearty thanks and deepest appreciation of the Board of Trustees for her generous support of these Schools and her sympathetic interest in their students.

Program of
Christian
education.

The President informed the Board of Dr. Weigle's conferences with the Principals and members of the faculty regarding a Schools' program of Christian education, and of a recent conversation with Dr. Weigle from which the suggestion had arisen that an attempt be made to secure an outstanding leader in the field of Christian education to spend a school year in collaboration with the faculty for the purpose of co-ordination and formulation of a program for future development of all that is done in classroom, dormitories, and chapel to continue in the best possible manner the Schools' work in religious training. After discussion it was

VOTED: To empower the President to fill such a position if and when a person can be found who is deemed suitable by himself, the two Principals, Dr. Weigle, and Dr. Robert E. Speer.

Treasurer's
report

The Treasurer gave an informal report of the financial condition of the Schools, after which it was

VOTED: To accept and ratify the Treasurer's report and that his acts be made the acts of this Board.

Richard M.
Schell
estate.

WHEREAS Mr. John French reported that the will of Richard M. Schell, late of New York City, was being disputed and that the Schools' interest in the residuary estate was involved, it was

VOTED: To authorize the employment of counsel in said case to represent the Schools in any necessary capacity.

Report of
\$3,000,000
Campaign
Committee.

Mr. John L. Grandin, chairman of the \$3,000,000 campaign Committee, reported on the campaign's progress to date, stating that through gifts, bequests, and pledges, a total of approximately \$2,000,000 had been secured to date. He emphasized the necessity of cooperation between the Board of Trustees and the alumni in vigorous effort to secure the remaining \$1,000,000. between now and the end of June, 1931, and referred to the excellent cooperative spirit and willingness to work that was everywhere manifest among the alumnae and alumni.

President's
report on
\$3,000,000
campaign.

The President presented in writing a plan for the completion by June, 1931, of the \$3,000,000 fund, together with the minutes of a meeting of the Campaign Committee held on January 9, 1931, as follows: (Said plan and minutes are on file with the Clerk.)

"Plans for the completion of the \$3,000,000 fund by June 15, 1931, were presented and approved.

"Voted to attempt to secure by active campaigning \$1,000,000 before the close of the campaign, which is to be on or before June 30, 1931.

"The request of the Mount Hermon Alumni Council, contained in the minutes of the Trustees' meeting of June 7, 1930, and referred by the Trustees at their meeting of October 18, 1930, to the Campaign Committee with power, was considered, and it was

"Voted that the income from all contributions made by, or through, Mount Hermon men shall be added annually to the D. L. Moody Living Endowment Fund.

"A similar authorization was also voted in regard to the funds contributed by and through the Seminary alumnae.

"The report of expense to date was presented and approved.

"The budget for the balance of the campaign was presented and approved."

after which it was

VOTED: to approve the acts of the Campaign Committee and that they be and hereby are made the acts of this Board.

Alumni
campaign
report.

Mr. Richard C. Morse, chairman of the Mount Hermon alumni work in the Campaign, reported on the method of alumni organization now in progress.

Proposal to
invite Presi-
dent Hoover
to Mount Hermon
anniversary.

WHEREAS the President presented the matter of inviting the President of the United States to attend the fiftieth anniversary of the founding of Mount Hermon School,

to Mount Hermon it was
anniversary.

VOTED; That the President be instructed to extend an invitation to President Hoover to attend this anniversary, and, in case it was not accepted, to invite Ex-President Calvin Coolidge to be present.

Mount Hermon
Anniversary
plans.

Principal Henry F. Cutler presented plans for the Jubilee Anniversary at Mount Hermon, to be held June 12-15, 1931.

Date of
annual
meeting

Informal discussion was had of the date on which to hold the next annual meeting, the ^{concessive} opinion favoring a date corresponding with the time of the Mount Hermon Jubilee celebration rather than of the commencement exercises.

VOTED; To adjourn.

Ambert G. Moody

Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED WITHOUT READING AT THE MEETING OF THE CORPORATORS TO BE HELD SEPTEMBER 9, 1931, FOR APPROVAL OF AMENDMENT, AS THE CORPORATORS MAY DESIRE.

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CORPORATORS' MEETING
The Northfield Schools
June 13, 1931

Corporators'
Meeting,
June 13, 1931.

MINUTES OF THE ANNUAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at Holbrook Hall, Mount Hermon, Mass., Saturday, June 13, 1931, in pursuance of the following notice duly given:

"The Annual Meeting of the Corporators of The Northfield Schools will be held at Holbrook Hall, Mount Hermon, Mass., Saturday, June 13, 1931, at 11:15 a.m. to elect officers for the ensuing year, to hear the report of the Treasurer for the first nine months of the current year, and to transact any other business that may come before them.

"Since there are to be important functions of the Mount Hermon Fiftieth Anniversary on the morning of June 13, it has seemed necessary to hold the meeting at Mount Hermon rather than at Kenarden Hall, Northfield Seminary, as indicated in the call of May 12. On this account the call of May 12 is hereby cancelled by advice of counsel."
(Signed) Ambert G. Moody, Clerk.

Present.

Present: Misses Lucy S. Curtiss Daisy B. Treen	Messrs. Wilfred W. Fry John L. Grandin F. Blair Lee Ambert G. Moody Richard C. Morse George S. Palmer Richard M. Smith Elliott Speer
Messrs. Stephen Baker J. Stewart Baker Edwin M. Bulkley Jarvis Cromwell Henry F. Cutler William Y. Duncan	

with Miss Mira B. Wilson, Principal of Northfield Seminary; Mr. William F. Nichols, Assistant Treasurer; Mr. George McEwan, Comptroller; Miss Elizabeth Whitmore, Stenographer; as guests.

Chairmen.

President Speer was in the chair.

Call.

The Call was read by the Clerk.

Prayer.

Prayer was offered by Mr. Speer.

Messages from
Absent Members.

Messages were presented from the following members of the Board expressing regret at their inability to be present:

W. W. Carman, W. R. Moody, Arthur Perry, Jr., Fleming H. Revell, Robert E. Speer, Luther A. Weigle.

Minutes.

VOTED: That the minutes of the special meeting held January 27, 1931, as previously submitted in writing to each Corporator be approved.

Perspective
Corporators.

The President reported upon his interview with Messrs. Winthrop Murray Crane, Charles Davenport, and Professor William Hocking, relative to their coming on the Board. Messrs. Crane and Davenport were unable to do so at present. Definite word had not been received from Professor Hocking.

Resignation of
Corporator.

The Clerk presented a letter from Mr. Harold C. Keith asking to be relieved from membership in the Corporation.

VOTED: To accept Mr. Keith's resignation with keenest regret and that the President be requested to write him expressing our appreciation of his services in the past, and hope that he will advise us whenever he feels that he can give the time to the Northfield work so that we may reelect him, and that a suitable resolution be inscribed upon the minutes of this meeting, and a copy sent to him as follows:

"The Corporators of The Northfield Schools hereby record their sincere regret at the resignation of Mr. Harold C. Keith from their Board.

"Mr. Keith became a member of the Board of Corporators in June 1926 and has constantly expressed in various ways his sympathy and sincere interest in the work of the Schools.

"Recently Mr. Keith established a fund in memory of his father, the late George E. Keith, for so many years Treasurer of the Northfield Seminary, thus creating an additional bond between the interests of father and son and The Northfield Schools.

"His fellow Corporators desire also to record their appreciation and gratitude for his assistance and interest in the Northfield work, their pleasure in working with him, and their earnest wish that the time may not be far distant when he may be able to accept re-election to the Board."

Election of officers.

By a motion duly made and seconded the following officers were elected by ballot for the ensuing year:

Treasurer: Edwin M. Bulkley.
 Assistant Treasurers: Ambert G. Moody, William F. Nichols.
 Clerk: Ambert G. Moody (Sworn by William F. Nichols,
 Notary Public, June 23, 1931.)

Trustees: John Stewart Baker P. Blair Lee
 Stephen Baker Ambert G. Moody
 Edwin M. Bulkley William R. Moody
 William W. Gorman Richard C. Morse
 Jarvis Cromwell George S. Palmer
 Miss Lucy S. Curtiss Arthur Perry, Jr.
 Henry F. Cutler Fleming H. Revell
 Thomas J. Foster Richard M. Smith
 John French Elliott Speer
 Wilfred W. Fry Robert E. Speer
 John L. Gordin Miss Daisy B. Treen
 William M. Kingsley Luther A. Weigle

Treasurer's Report.

The Treasurer, Edwin M. Bulkley, presented an informal report concerning endowment, scholarships, and investments of the same by the Finance Committee, and of receipts and expenditures during the first nine months of the current year showing the following comparison with a similar period of the preceding year:

<u>INCOME</u>	<u>1931</u>	<u>1930</u>
Student fees	\$350,184.	\$365,041.
Workhour	29,907.	31,494.
Endowment Income	103,921.	99,677.
Donations	63,098.	66,654.
Miscellaneous	6,870.	6,202.
Totals	<u>\$553,980.</u>	<u>\$569,048.</u>

<u>EXPENSES:</u>		
General	\$ 89,120.	\$ 93,990.
Instruction	175,141.	174,515.
Boarding	178,504.	187,517.
Miscellaneous	49,729.	53,795.
Totals	<u>\$492,494.</u>	<u>\$509,817.</u>

Farms 1930 Net Expense \$2,527.
 Farms 1931 New Income \$7,000.

VOTED: That the acts of the Treasurer as set forth in the above reports be and hereby are made the acts of this Board.

Corporators' Meeting

Recess. VOTED: To recess.

Reassembled. Reassembled.

Adjournment. VOTED: To adjourn.

Ambert G. Moody,
Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED
WITHOUT READING AT THE MEETING OF THE TRUSTEES TO BE HELD SEPTEMBER 9, 1931,
FOR APPROVAL OR AMENDMENT, AS THE TRUSTEES MAY DESIRE.

TRUSTEES' MEETING - THE NORTHFIELD SCHOOLS

June 13, 1931

June 13, 1931.

MINUTES OF THE ANNUAL MEETING OF THE TRUSTEES
OF THE NORTHFIELD SCHOOLS held at Holbrook Hall, Mount
Hermon, Mass., Saturday, June 13, 1931, immediately
succeeding the Corporators' meeting of even date in
pursuance of the following notice duly given:

"Immediately succeeding this Corporator's meeting,
the Annual Meeting of the Trustees will be held at the
same place to elect officers and committees for the ensuing
year, to hear informal reports of the Principals and to
transact any other business that may come before them."

Present.

Those present at the Corporators' Meeting of
even date were present at this one.

Chairman.

President Speer was in the Chair.

Call.

The call was read by the Clerk.

Minutes.

VOTED: To approve the minutes of the special meeting
held January 27, 1931, as previously submitted in writing to
each Trustee.

Election of
officers.

Upon motion duly made and seconded the following
officers were elected by ballot for the ensuing year:

President: Elliott Speer

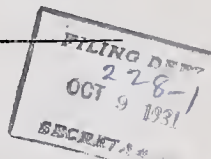
Vice Presidents: Stephen Baker, John L. Grandin.

Executive Committee:

John L. Grandin	Ambert G. Moody) ex officio
Richard M. Smith	Elliott Speer	
Stephen Baker	Edwin M. Bulkley	
Arthur Perry, Jr.		

Finance Committee:

Stephen Baker	George S. Palmer) ex officio
William Kingsley	Jarvis Cronwell	
John French	Elliott Speer	
William W. Carman	Edwin M. Bulkley	



Minutes of
Finance
Committee.

WHEREAS the Treasurer's informal report had included the minutes of the Finance Committee, it was

VOTED: To approve the same and place them on file.

Seminary
Principal's
Report.

Miss Miro B. Wilson, Principal of Northfield Seminary, submitted an informal report regarding the swimming pool, the curriculum changes, and work in the Art Department, after which, it was

VOTED: That the Secretary be instructed to send a brief note of appreciation to Miss King who has done so much for this Department as she is resigning her position with the School, as follows:

"My dear Miss King:

On behalf of the Trustees of The Northfield Schools I wish to express our appreciation of your contribution to the development of the Art Rooms at the Seminary. We were delighted with the report which was read to us of the assembling of the pictures and casts, and wish to express our gratitude for your personal supervision and constructive interest. It is the kind of enterprise which we are delighted to have developed in the school."

Miss Wilson continued her report regarding the proposed Church organization at Northfield Seminary, stating that one of the main reasons in launching the organization was to give students a sense of responsibility to the Church in their religious life. She submitted the proposed by-laws. After discussion, it was

VOTED: To approve of these By-laws in spirit and principle, but that the matter be given further study with the suggestion that a change be made so that the Trustees would not exercise undue authority, yet so that the final authority would be largely with them.

Adjournment.

The meeting adjourned for lunch.

Reassembled.

Reassembled at 2:30.

Capital and
operating
budgets for
1931-1932

WHEREAS the President presented the operating and capital budgets prepared by the budget committee--copies of which are on file with the Clerk--it was

VOTED: To approve the operating budget for the year 1931-1932 wherein the total income is estimated as \$646,900. and the total expenditures are estimated as \$641,800. and the capital budget with the following items:

At Mount Hermon

Improvement of grounds, extension of Athletic Field, etc.	\$5,000.
Snow Plow	850.

At Northfield Seminary

Repairs on high pressure steam line	6,000.
Resetting three power plant boilers at a cost not to exceed	4,600.
One Stoker for either Hillside or Crane	600.
Alterations in Sutherland House	900.
Covering Northfield Seminary Chapel aisles	500.
Total	<u>\$18,450.</u>

Campaign Report.

The President presented a somewhat extended report on the Campaign--copy of which is on file with the Clerk--in which it was stated that up to date the Capital Fund stood at \$2,732,740. Of this Fund actual cash and pledges secured in the Campaign amounted to \$887,743, of which \$334, 756. has been received since January 1, 1931. After expressions, by several of the Board, of satisfaction over the results obtained it was

VOTED: To record herein the Board's appreciation and gratitude for the loyal, efficient and untiring service rendered during the Campaign by the Schools' officers and staff, the former students, and the campaign directors.

VOTED: To accept, approve, and place the report on file with the Clerk.

Leave of absence for President.

The Treasurer asked permission to assume the Chair and recommended that a year's leave of absence be voted to the President to go abroad for study, leaving in September 1931 and returning in the following August, details of administration to be worked out by him with the Central Committee.

VOTED: To grant him the necessary leave of absence.

Architectural
planning for the
future.

WHEREAS the President presented a plan for architectural planning for the future it was, after discussion

VOTED: To lay this proposition on the table.

Amendment to
By-laws.

VOTED: That the call for the next meeting should provide for a change in the By-laws establishing a Building Committee as one of the standing Committees of the Board and defining its duties.

Medical Report.

Doctor Smith presented a medical report stating that the services of an assistant doctor, costing from \$2500. to \$4000., a second nurse at the Seminary, and an assistant athletic director at Mount Hermon were recommended. (The last item being recommended by the Alumni Council.) These were real necessities. After discussion, it was

VOTED: To refer these matters to the Finance Committee with power to act.

Greetings to
all Trustees.

WHEREAS Our fellow trustees, W. C. Moody, and Fleming H. Revell, were detained from attendance by illness, the Clerk was instructed to send a message of greetings and bestwishes to each of them, as follows:

Mr. W. R. Moody:

"The Trustees wish you to know that your presence and counsel were missed at the meeting. They were very sorry to learn that both you and May were indisposed but trust that you are now making a satisfactory recovery and will soon be quite yourselves again. They unite in sending you both their most cordial greetings and best wishes."

Mr. Fleming H. Revell:

"The Trustees wish you to know that your presence and counsel were missed at the meeting. They were very sorry to learn of your indisposition but trust that you are now making a satisfactory recovery and will soon be quite yourself again. They unite in sending you their most cordial greetings and best wishes."

\$1,000. for
survey of
water system.

VOTED: To approve of the recent expenditure of \$1,000.00 for surveys of improvements to the Northfield Seminary water system.

Man to follow
up Campaign
openings.

The President recommended to the Trustees the employment of a man to follow up the openings created by the Campaign. After discussion, it was

VOTED: To employ such a man subject to the approval of the Finance Committee.

Transfer of
money to
Retirement
Fund.

WHEREAS it was originally estimated that it would require \$520,000 in order to completely establish the Retirement Plan and

WHEREAS two years ago, we transferred \$272,500 from unrestricted funds to said Retirement Fund, it was recommended that in order to make the plan completely operative we now transfer from unrestricted funds the sum of \$247,500, it was after discussion

VOTED: To transfer from unrestricted funds the sum of \$247,500 to the Retirement Fund.

Expression of
gratitude to
Mr. Fry.

WHEREAS the following expression of gratitude was made by Mr. Bulkley to Mr. W. W. Fry:

"We have already seen today the complete and very wonderful transformation of the Chapel, which has impressed each one as deeply as possibly could be. Indeed it has stirred the emotions of all of us. So many times we have heard Mr. Fry speak of what he owed the Schools. He certainly has written his life in the most loving and beautiful way into the School, and we certainly should wish to make a personal resolution upon the records of the School, in acknowledgment of the appreciation of the Schools. I move that this be done, to the best of our ability."

it was

VOTED: To inscribe the above remarks of the Treasurer upon the minutes of this meeting as a resolution in acknowledgment and appreciation of what Mr. Fry has done and that a copy be sent him.

Suggested new
Corporators.

The President suggested the following names as possible candidates for Corporationship:

Mr. E. S. S. Sunderland
Mr. Chester I. Barnard, President of the New England Bell Telephone Company.

Resignation of
Doctor Cutler.

The President then presented a letter from Doctor Cutler, Principal of Mount Hermon School, which was as follows:

"To the Trustees of The Northfield Schools.

"With grateful appreciation for the years of service you have allowed me as Principal of Mount Hermon School, I hereby present my resignation to take effect at the close of the next school year, in June, nineteen hundred thirty two."

(Signed) Henry F. Cutler

After expressions of personal love and appreciation of Doctor Cutler, it was

VOTED: To accept his resignation with keenest regret and that a suitable minute in recognition of his services be later prepared and inscribed herein and a copy sent to him.

Title of
Principal
Emeritus for
Doctor Cutler.

VOTED: That Doctor Cutler be made Principal Emeritus upon the date of his resignation becoming effective, and that we humbly ask him to accept this as a small appreciation of the long service he has rendered Mount Hermon School.

Committee to
nominate new
principal.

The President suggested that we proceed at once to appoint a Committee to nominate Doctor Cutler's successor. After discussion, it was

VOTED: To appoint Messrs. Fry, Morse, Smith, Grandin, and John Stewart Baker on this Committee, with the President ex officio.

Adjournment.

WHEREAS there was no more business to come before the meeting, it was

VOTED: To adjourn

Amert G. Moody,
Clerk.

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OCT 9 1931
SECRETARIES

CORPORATORS' MEETING - THE NORTHFIELD SCHOOLS
September 9, 1931

September 9, 1931

MINUTES OF A MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at the Bank of Manhattan Trust Company, 40 Wall Street, New York City, September 9, 1931, in pursuance to the following notices duly given:

"You are hereby notified that a Special Meeting of the Corporators of The Northfield Schools will be held in the Directors' Room of the Bank of Manhattan Trust Company, 40 Wall Street, New York City, Wednesday, September 9, 1931 at 3:00 p.m. to hear the report of the Treasurer for the year ending June 30, 1931, and to transact any other business that may come before them. "

(Signed) Ambert G. Moody, Clerk.

Supplementary Notice

"I hereby give notice that, at the Corporators' Meeting to be held at the Bank of Manhattan Trust Company, 40 Wall Street, New York City at 3:00 p.m. on September 9, 1931, of which notice has already been sent you, the following changes in our By-laws will be presented:

"I. ARTICLE X, Section 1, Line 12 after the word "Committee" add the following: "and Buildings Committee"; in line 10 omit the word "the" and in line 11 "and the", so that this sentence will then read: "These committees shall be designated as Finance Committee, Executive Committee, and Buildings Committee."

"II. ARTICLE X, add Section 5: "The Buildings Committee shall have general supervision over the Schools' plant and plans for its development. "

(Signed) Ambert G. Moody, Clerk.

- Call. The Call was read by the Clerk.
- Chairman. President Speer was in the Chair.
- Prayer. Prayer was offered by Edwin M. Bulkley.
- Messages from absent members. Messages from absent members expressing regret at their inability to attend were presented from: Miss Daisy B. Treen, Messrs. Jarvis Cromwell, P. Blair Lee, Richard C. Morse, Robert E. Speer, Glen Wright.

Election of
Alumni
Corporators

WHEREAS The Mount Hermon Alumni Association had nominated Frederick E. Newton of Andover, Mass. and Garrett S. Boetsma of Newark, N. J., as representatives of said Association for a period of five years, it was upon motion duly made and seconded

VOTED: To elect Garrett S. Boetsma of Newark, N. J. and Frederick E. Newton of Andover, Mass. corporators for said period as representatives of the Mount Hermon Alumni Association.

Upon motion duly made and seconded it was by ballot

VOTED: To elect Garrett S. Boetsma and Frederick E. Newton trustees of The Northfield Schools for the ensuing year as representatives of the Mount Hermon Alumni Association.

Dropping names
of Alumni
Corporators.

WHEREAS the terms for which Rev. William Y. Duncan and Frank S. Beveridge, representatives of the Mount Hermon Alumni Association, had expired it was

VOTED: To drop their names.

Dropping Mr.
Keith's name.

WHEREAS Mr. Harold C. Keith had presented his resignation as corporator at the June meeting of the Board and it had been accepted, it was

VOTED: To drop Mr. Keith's name.

Present.

Present: Miss Lucy S. Curtiss

Miss Mira B. Wilson

Messrs. John Stewart Baker William M. Kingsley

Garrett S. Boetsma Ambert G. Moody

Edwin M. Bulkley William R. Moody

William W. Garman Frederick E. Newton

Henry F. Cutler Arthur Porry, Jr.

Thomas J. Foster Richard M. Smith

John L. Grandin Elliott Speer

With Miss Elizabeth Whitmore as stenographer

Minutes.

VOTED: To approve the Minutes of the Annual Meeting held June 13, 1931, as previous submitted in writing to each Corporator.

Change in
By-laws.

WHEREAS notice had been given of a proposed change in the By-laws, it was

VOTED: To make the following changes and additions:
ARTICLE X, Section 1, Line 1, substitute the word "three" for the word "two". Line 12, after the word "Committee" add the following: "and Buildings Committee"; in line 10 omit the word "the" and in line 11 "and the"; in line 13 substitute the word "any" for the word "either", so that this Section will then read:

"Section 1, There shall be three standing committees of the Board of Trustees, which shall consist of not less than seven members each, of which the President and Treasurer shall be members ex-officio, and the members of these committees shall be elected each year at the annual meeting of the Board of Trustees. These committees shall be designated as the Finance Committee, Executive Committee and Buildings Committee. In case a vacancy shall occur in any of said committees, it may be filled by the respective committee until the next annual meeting of the Board of Trustees."

Add Section 5 to Article X, reading:

"The Buildings Committee shall have general supervision over the Schools' plant and plans for its development."

Transfer of
property to
the Northfield
League

WHEREAS the Northfield League has now become incorporated under the laws of the state of New York and desires to hold title to the property which the Northfield Schools have hitherto held in trust for the Louise Andrews Camp and the Young Women's Conference, it was

VOTED: To transfer to the Northfield League Inc. by quit-claim deed all the real estate belonging to the Louise Andrews Camp which was conveyed to The Northfield Schools by Ambert G. Moody, Trustee, on December 15, 1915, and recorded in Franklin County Registry of Deeds Book 615, Page 141, and also to transfer to the Northfield League Inc. 30 shares of the Pennsylvania Railroad stock and all other personal property held in trust by said Schools.

Treasurer's
Report.

The Treasurer, Mr. Edwin W. Bulkley, presented a report of the current income and expenses for the eleven months ending June 30, 1931, in which the following comparisons were made:

INCOME	1931	1930
	<u>11 months</u>	<u>12 months</u>
Student fees	\$349,845	\$364,758
Workhour	85,463	37,447
Endowment Income	105,796	120,777
Donations	91,339	119,441
Miscellaneous	<u>13,828</u>	<u>10,109</u>
Totals	\$96,271	652,532

<u>EXPENSES</u>	1931 <u>11 months</u>	1930 <u>12 months</u>
General	\$111,895	\$122,506
Instruction	205,963	206,085
Boarding	219,553	229,047
*Miscellaneous	<u>72,369</u>	<u>85,813</u>
Totals	310,100	623,451
 Excess of expense over income	 \$13,829	
 Excess of income over expense		 (29,081)
 Reserve for retiring allowances		<u>15,000</u>
Balance		14,081
 *Mount Hermon 1931 50th Anniversary -	 \$7,567	

The Treasurer reminded us that this was the first deficit we have had in many years, the inevitable result of the Campaign and reflection of general conditions. Also that during this eleven month period, donations for current expenses were only \$91,339, inclusive of \$25,000 credited from the Campaign Fund. The cost of the Fiftieth Anniversary of Mount Hermon, \$7,567 made up more than half of the deficit.

In addition, during this period unrestricted legacies and gifts have been \$197,000. Gifts for additions to plant, \$114,000; for additions to endowment \$132,000; for Annuity funds \$2,500; Total \$445,500.

Auditors' Report.

The Treasurer presented the report of the Auditors on their examination for eleven months ending June 30, 1931, in which the following statement was made:

"We have examined the records of The Northfield Schools, Inc., for the fiscal year ended June 30, 1931. The examination consisted of a careful scrutiny of the records pertaining to the cash received and disbursed, income from invested funds, general clerical accuracy of the books, and the preparation of operating and financial statements, which in our opinion set forth the true condition of The Northfield Schools, Inc., at June 30, 1931."

(Signed) F. W. Lafrentz & Co.

VOTED: That these reports be accepted and placed on file and that the acts of the Treasurer as therein set forth be and hereby are made the acts of this Board.

Election of Miss Wilson as Corporator and Trustee. WHEREAS a suggestion was made in meeting of the Committee to nominate Doctor Cutler's successor, that at the earliest opportunity the Principals of both Schools should be made members of the Board of Trustees, it was proposed that Miss Mira B. Wilson be now elected to the Board of Trustees, whereupon, upon motion duly made and seconded, it was by ballot

VOTED: To elect Miss Mira B. Wilson, Principal of Northfield Seminary, a corporator of The Northfield Schools.

Upon motion duly made and seconded, it was by ballot

VOTED: To elect Miss Wilson a trustee of The Northfield Schools for the ensuing year.

Adjournment.

VOTED: To adjourn.

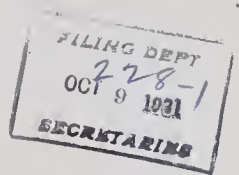
Ambert G. Moody, Clerk.

R. E. Speer

OCT 1 1931

TRUSTEES' MEETING - THE NORTHFIELD SCHOOLS

September 9, 1931



Ans. _____
September 9, 1931.

MINUTES OF A MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS held at the Bank of Manhattan Trust Company, 40 Wall Street, New York City, September 9, 1931, in pursuance to the following notice duly given:

"Immediately succeeding this Corporators Meeting a Meeting of the Board of Trustees will be held at the same place to hear the annual reports of the President and Principals, the report of the Committee to nominate Doctor Cutler's successor and to transact any other business that may come before them."
(Signed) Ambert G. Moody, Clerk.

Call. The Call was read by the Clerk.

Chairman. President Speer was in the Chair.

Present. Those present at the Corporators' Meeting of even date were present at this meeting.

Minutes. VOTED: To approve the minutes of the Annual Meeting held June 13, 1931, as previously submitted in writing to each Trustee.

Finance and Executive Committees. No meetings of the Executive and Finance Committees have been held since the June meeting of the Trustees.

Forgiving Record of Christian Work Interest. VOTED: To forgive interest on the note of the Record of Christian Work Company for \$16,000 amounting to \$1600.00 from December 31, 1928 to December 31, 1930.

Changing value of Record of Christian Work Stock. VOTED: To reduce the value at which the stock of the Record of Christian Work Company is now carried on our books to \$1.00 per share.

President's Report. President Speer reported that he had given his annual report at the June meeting.

Principals'
Reports.

Miss Wilson, Principal of Northfield Seminary submitted her report for the School year ending June 1931 in writing, which was received and placed on file with the clerk. She called special attention to the fact that we have had places for 180 new students this year. Total applications for entrance 303, out of which we could accept only about 180. This is interesting and hopeful because it gives us a wider choice than we had last year. The 180 new students are a special interest. These places left empty are the thing we ought to study. 81 students graduated last June. 14 entered college without graduating. A group of 24 students were advised not to go on with their work. This left a group of about 61 who have dropped out without the obvious and usual reasons. We have been able to keep pretty close track of the majority of that 61 and do not feel worried about that amount of change. Many girls go on into technical training from us without getting the Northfield diploma because they cannot take time for it. Others come for one year only, not expecting to graduate. Some little loss is due to the financial difficulties of the times. Some have had to stay and help out at home. I hope we can decrease this turn-over. We have spent some time in trying to make contacts with the parents of the girls in the group of 24 and have tried to make as wise a connection with the families as possible, suggesting alternative courses. We are sending 49 students to college this fall, in 27 different colleges. 11 of these girls entered by the college board examinations. All those who took these examinations were accepted except one.

Doctor Cutler submitted his report in writing, after which it was

VOTED: To accept both reports and place them on file with the Clerk.

Report of
Committee to
nominate Doctor
Cutler's
Successor.

In the absence of Mr. W. W. Fry, Chairman of the Committee to nominate Doctor Cutler's successor, Doctor Smith, Secretary of the Committee, read the report of the Committee which follows:

"To the members of the Board of Trustees of The Northfield Schools:

Gentlemen:

"As Chairman of the committee elected by you at the joint meetings to recommend a Principal for Mount Hermon School to succeed Doctor Cutler, I beg to submit the following report:

"Your Committee has held two meetings, on June 26th in New York, at which all members of the Committee were present, and on July 16-17th, at which all members, except Doctor Smith, were present. Both meetings were unhurried and offered full opportunity for consideration of this important matter.

"At the first meeting, it was decided that we should be guided by the following general principles, viz., to seek a man equipped educationally for the task, if possible in his early 30s, and prepared to give at least twenty years to this enterprise.

"The Alumni Association at its June meeting elected a Committee to cooperate with your Committee in counsel and advise. This Committee consists of Messrs. Frederick S. Newton, Albert E. Roberts and Doctor Richard Ohler. Opportunity was not afforded until after the second meeting of your Committee to confer with the Committee formally. At this time our proceedings and findings were laid before them, and I am happy to report their full coincidence with the nomination which the Committee desires to make.

"Doctor Cutler was invited to sit with us at both meetings and during parts of each Mr. Speer was also called into council.

"We gave consideration to suggestions which were brought forward by members of both the Trustees Committee and the Alumni Committee and also to independent suggestions which were offered. After full consideration, it was the unanimous conclusion of the Trustees Committee, endorsed by the Alumni Committee, that we recommend the calling of Mr. Elliott Speer to the Principalship of Mount Hermon School, his duties to begin upon the retirement of Doctor Cutler, following the 1932 Commencement.

"It seems fitting that the Committee should report that Doctor Henry Franklin Cutler, who for more than forty years has been the honored principal of Mount Hermon and whose counsel the Committee eagerly sought, was the proposer of Mr. Speer as his successor in the great work which he has so long carried and forwarded.

"Your committee fully realizes the great and grave responsibility which you have entrusted to it and the vital importance which this move has for the future of Mount Hermon, and make this recommendation believing that whatever readjustments may be required to bring this to pass will be well worth the making in the confidence that Mr. Speer will bring to this great post the natural gifts, the consecration, and the high purpose which will carry this great enterprise forward to increasing usefulness and success."

(Signed) Wilfred W. Fry

J. L. Grenain
Richard A. Smith
J. Stewart Baker
Richard C. Morse

In view of the nature of this report, Chairman Speer asked to be excused, surrendering the chair to Mr. Grandin, Vice President of the Board.

After discussion, it was

VOTED: That the report be accepted with appreciation on the part of the Board and that the name recommended of Mr. Elliott Speer be placed in nomination.

Election of
Mr. Speer,
Principal of
Mount Hermon

Upon motion duly made and seconded it was

VOTED: To elect Mr. Elliott Speer Principal of Mount Hermon upon Doctor Cutler's resignation becoming effective at the close of the present school year. Upon returning to the meeting, Mr. Speer was advised that he had been enthusiastically elected Principal of Mount Hermon.

WHEREUPON, Mr. Speer presented his resignation as President of the Board of Trustees to take effect upon the Board's pleasure.

VOTED: To accept this resignation, effective upon his assumption of the duties of Principal of Mount Hermon School.

Reorganization.

VOTED: That the question of the reorganization necessitated by Mr. Speer's acceptance of the Mount Hermon Principalship and resignation of the Presidency be referred to the Executive and Finance Committees for very serious consideration and report to the Board.

Authorization
to borrow
money.

VOTED: To authorize the Treasurer to borrow from time to time such amounts as may be necessary to pay the current obligations of the Schools, not to exceed in the aggregate at any one time the sum of fifty thousand dollars (\$50,000) and to issue a note or notes of the Corporation for the same.

Purchase of
garages at
Mount Hermon.

UPON RECOMMENDATION OF THE CENTRAL COMMITTEE, it was

VOTED: To authorize the purchase of all privately owned garages at Mount Hermon belonging to retiring faculty and officers at one-half the cost, not to exceed \$100.00 for any one garage.

New organs at
Seminary.

VOTED: To authorize solicitation of funds for the purchase of new organs for Sage Chapel and the Auditorium and that the President, or someone designated by him, be requested to obtain all necessary information so that we may be prepared to accept such a gift if tendered.

Plans for
Buildings and
Grounds.

INASMUCH AS THE CORPORATORS, at a meeting of even date, have voted an amendment to the By-laws establishing a third standing committee to be known as the Buildings Committee, it was

VOTED: To elect the same committee as has recently been functioning in respect to the swimming pool, Chapel, and Miss Wilson's house, as a Buildings Committee, namely, Mr. Fry, Chairman, Mr. Foster, Mr. Grandin, Mr. Cromwell, the President and ~~Chairman~~^{Treasurer}, ex-officio.

WHEREAS President Speer suggested that it was now possible to secure plans at a minimum cost for the future development of grounds and buildings, it was after discussion

VOTED: To refer this matter to the Buildings Committee with the request that they make a serious study of building needs and their locations.

Bathroom at
Ford Cottage

VOTED: To refer the question of installing an additional bathroom at Ford Cottage to the Buildings Committee with power.

Transfer of
money from
Retirement.

INASMUCH AS THE RETIREMENT PLAN was drawn up several years ago and the vote in the June meeting was passed on the basis of the plan which was projected on the hypothesis that all eligible for retiring would do so at the age of 65, but

WHEREAS many have carried on their work until the age of 70, thus drawing their salaries from the current funds of the Schools for an additional five years and

WHEREAS by vote at the June meeting the retirement fund of \$520,000. was actually set up by the transfer from the unrestricted legacies and gifts account to said Fund of \$247,500 and

WHEREAS we now wish to transfer thirty-five to forty thousand dollars not needed in the Retirement Fund back to the Unrestricted Legacies and Gifts Account, it was

VOTED: To transfer the surplus amount from the Retirement Fund to the Unrestricted Legacies and Gifts Account.

Reapproval of
Retirement Plan.

WHEREAS President Speer read the conditions of the Retirement Plan from which the question has arisen as to whether retirement was compulsory at the age of 70, after discussion it was

VOTED: That retirement be required at the age of 70, effective at the end of the present Fiscal year.

Trustees' Meeting

6.

Talking Pictures
at Mount Hermon

WHEREAS Doctor Cutler presented the matter of securing apparatus for giving talking moving pictures at Mount Hermon it was after discussion

VOTED: To refer the same to the Finance Committee with power.

Appointment of
Arthur Phillips

WHEREAS the President reported that Miss Wilson, Doctor Cutler and himself are bringing into the music department of both Schools this year the son of the late A. J. Phillips who formerly directed the music of both Schools so successfully, it was

VOTED: To confirm the appointment.

Adjournment.

VOTED: To adjourn.

Amert G. Moody, Clerk.

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED, WITHOUT READING, AT THE MEETING OF THE TRUSTEES TO BE HELD FEBRUARY 17, 1933 FOR APPROVAL OR AMENDMENT, AS THE TRUSTEES MAY DESIRE.

FILING DEPT.
228-1
SECRETARIES

TRUSTEES' MEETING
The Northfield Schools
October 29, 1932

Oct. 29, 1932.

MINUTES OF THE SPECIAL MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS held at Holbrook Hall, Mount Hermon, Mass., October 29, 1932, immediately succeeding the Corporators' Meeting of even date, in pursuance to the following notice duly given:

"Immediately succeeding the Corporators' Meeting, a special meeting of the Board of Trustees will be held at the same place to hear the President's and the Principals' reports for the year ending June 30, 1932, and to consider and act upon any other business that may come before them.

(Signed) Ambert G. Moody, Clerk"

Call. The call was read by the Clerk.

Chairman. President Wilfred W. Fry was in the chair.

Present. Present: Misses Daisy B. Trcen Richard M. Smith
Lucy S. Curtiss Arthur Perry
Mira B. Wilson Garrett S. Boetsma
Messrs. Wilfred W. Fry Robert E. Speer
Edwin M. Bulkley Luther A. Weigle
W. R. Moody John L. Grandin
Stephen Baker Fredrick E. Newton
Jarvis Cromwell Ambert G. Moody
J. Stewart Baker
Edwin S. Sunderland
Guests: Messrs. Wm. F. Nichols
George McEwan
and Miss Elizabeth Whitmore as stenographer.

Minutes. VOTED: To approve of the minutes of the annual meeting of the Trustees held June 4, 1932, as submitted in writing to each Trustee, with the exception of the vote appointing Albert E Roberts Executive Secretary, which is subject to correction by omitting the words "to the Chairman of the Central Committee".

Executive Committee Reports and Recommendations. Upon recommendation of the Executive Committee at its meeting held September 30, 1932, herewith reported by the Chairman, Mr. John L. Grandin, it was VOTED:

- (1) That the title of Principal of Mount Hermon School be changed to Headmaster.

(2) That five students be accepted at the Hotel dormitory on a scholarship basis, making a charge of only \$350 a year, the regular charge for students on the campus, of which the Hotel is to receive \$312 and the Seminary \$38.

(3) That a reduction be granted in the rental of Pine Grove and South Additions to Rustic Ridge leases from a basis of the present valuation of 2¢ to 1¢ per square foot.

Mr. Grandin also reported on the following actions of the Executive Committee from its meeting of October 28, 1932:

(1) WHEREAS Miss Mira B. Wilson, Principal of Northfield Seminary, expressed keen appreciation to the Committee for its vote authorizing the engagement of a pastor and Bible teacher for the Seminary, and

WHEREAS Miss Wilson after stating that she considered Rev. Robert A. Russell of Larchmont, New York, to be eminently and especially qualified for this place, recommends that he be appointed pastor of the Northfield Seminary Church and Bible teacher in the Seminary, it was after discussion VOTED: That a call be extended to Mr. Russell to become pastor of the Northfield Seminary Church and Bible teacher in the School at a salary of \$3,000 year and house; the house to be mutually satisfactory. This to become effective September 1, 1933.

After a report from Miss Wilson relative to her consideration of this appointment in which she expressed the heartiest recommendation of Mr. Russell, and after discussion in which Doctor Speer and Stephen Baker expressed approval of this appointment, it was on motion of Dean Waigle

VOTED: To approve and adopt the action taken by the Executive Committee.

(2) WHEREAS the matter regarding a retiring allowance for Mr. Charles E. Dickerson presented by Mr. W. R. Moody at the last Trustees' meeting is viewed with favor, but as the Committee is without sufficient data to make final action, it was

VOTED: That the matter be referred to the President to get further information and report to the Finance Committee, to whom with the President this is referred with power.

after which it was

VOTED: To approve of the same.

Finance Committee Minutes.

The minutes of the Finance Committee held September 27, 1932, were read and approved.

Seminary Principal's Report.

Miss Wilson presented an informal report of Northfield Seminary of which the following is a resume:

Registration With Eastman House (which included eight students resident at Miss Chutter's) closed; capacity in campus houses this year is 437. All but seven of these places have been filled. The Hotel Annex whose capacity is 37 has 36 students. 32 students are registered from the town. Kenhome, with a capacity of 21, has 8 students. Four students have left school since the opening of the term (three of these being health cases). We have a present total of 502, or 43 less than on October 29, 1931. Of these, 323 are old students; 179 new students.

COLLEGE ENTRANCE AND COLLEGE BOARD EXAMINATIONS Sixty girls of whom forty-five were graduates and fifteen were non-graduates entered college from the Seminary this fall. They went to 33 colleges. Twenty-nine graduates of the class of '32 are taking further training, other than college.

Twenty-four students from the Seminary took the College Board examinations. The sixteen graduates passed 95.16 per cent of the examinations taken. The eight non-graduates passed 82.15 per cent.

FINANCIAL AID Financial Aid granted for the first semester was as follows:

Student Aid Loans	\$1485
Munger Fund	1000.
Vogler Scholarships	648.
Other Gifts for Tuition	1823.
Regular Scholarships	<u>3992.</u>
Total	\$8948.

STAFF CHANGES Seven new faculty members and one assistant house instructor have been secured for the school year. It has been found possible to consolidate our teaching schedule: so that we are actually employing six less members on our staff than last year. Some minor positions have been done away with. Among the group of newcomers, we have been fortunate to find four of outstanding experience in secondary education in their respective fields. (Signed) Mira B. Wilson, Principal"

Moved by Mr. Sunderland to accept the report with appreciation
The motion was passed.

Mount Hermon Principal's Report.
Appointment of Mr. Baker.

In Mr. Spicer's absence Mr. Roberts gave a general report of the opening of the School year at Mount Hermon.

VOTED: To confirm the appointment of J. Stewart Baker to the Finance Committee.

Appointment of
Mr. McEwan as
Ass't Treas.

VOTED: To elect George McEwan as Assistant Treasurer of The Northfield Schools with authority of general supervision over the cashiers of the two Schools.

Retirement of
Mr. Nichols,
Mr. Norton and
Miss Miller.

WHEREAS Mr. William F. Nichols, Assistant Treasurer of The Northfield Schools, Mr. Lyon L. Norton, Vice-Principal and Head of the Mathematics Department of Mount Hermon School and Miss Anna L. Miller, Librarian at Mount Hermon School have now retired, the following resolutions were unanimously passed. The Clerk was instructed to inscribe these resolutions on the minutes of this meeting and send a copy to the respective parties:

Resolution
Regarding
Mr. Nichols.

Mr. William F. Nichols began teaching at Mount Hermon School in 1887 and last September had completed forty-five years of service; forty-one of which were devoted to business and general administrative duties. He served at Mount Hermon as Teacher, Buyer, Superintendent of Buildings, and Cashier in the early years.

When in 1912 Mount Hermon School and The Northfield Seminary were merged as one corporation Mr. Nichols was elected Comptroller. In 1916 he was elected Assistant Treasurer, which office is now relinquished to the sorrow of all. Throughout the years he has served not only with marked efficiency and devotion, but in a spirit worthy of the best traditions of the cause. He has spared not himself but has been ever and truly consecrated to the life of the Schools.

Fellow workers, and students of three generations, hold him in affectionate regard. His friends, the Trustees, recognize the character and merit of the service rendered, and by this means would record their grateful and affectionate appreciation.

With understanding of the fullness and richness of the years which are passed, the hope is expressed by the Trustees that the less active years will be marked by the rewards of work well done.

Resolution
Regarding
Mr. Norton.

The retirement of Mr. Lyon L. Norton in June demands special record and comment. Mr. Norton served for thirty-seven years as teacher, as head of the Department of Mathematics, and as Vice-Principal. In each of these aspects his service was distinguished.

Moreover, by sharing their home life and by generously participating in all the varied activities of the School, especially of the Mount Hermon Church, Mr. and Mrs. Norton made a lasting contribution to the welfare of the community. They will be sincerely missed, and their future lives will be followed with interest and affection.

The hope is expressed by the Trustees that the coming years may be permeated with the happy consciousness of a large work well done.

Resolution
Regarding
Miss Miller.

In recognition of the faithful stewardship of Anna L. Miller, Librarian of Mount Hermon School, 1913-1932, the Board of Trustees wishes to spread upon the minutes of this meeting this expression of its deep appreciation.

Miss Miller rendered at Schaufler Memorial Library, as its first and, until 1932, its only librarian, an outstanding service, a service of distinction. Intelligent, efficient, and progressive, Miss Miller kept abreast of the times in matters pertaining to her profession. That exceptional excellence of the annual accessions to the library shelves is in itself a tribute to her keen guidance and discrimination.

Miss Miller will long be remembered for the unaffected graciousness that she disclosed in her contacts, not only with those who conferred with her in her capacity as librarian at Schaufler Memorial Library, but with all of those as well who knew her socially. Her sympathy was deep for those in either need or sorrow. Her generosity was far-reaching, but so successfully concealed that few people have even an inkling of its bigness and its extent.

Such character, such service as Miss Miller's have been a very real contribution to the enrichment of life at Mount Hermon School, and is keenly appreciated by the Trustees. The hope is expressed by them that the less active years may be permeated by the consciousness of work well done.

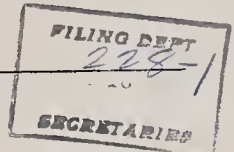
Adjournment.

VOTED: To adjourn.

(Signed) Ambert G. Moody, Clerk

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED, WITHOUT READING, AT THE MEETING OF THE CORPORATORS TO BE HELD FEBRUARY 17, 1933, FOR APPROVAL OR AMENDMENT, AS THE CORPORATORS MAY DESIRE.

CORPORATORS' MEETING
The Northfield Schools
October 29, 1932



Oct. 29, 1932. MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at Holbrook Hall, Mount Hermon, Mass., Saturday, October 29, 1932, at 9:30 a.m., in pursuance to the following notice duly given:

"You are hereby notified that a special meeting of the Corporators of The Northfield Schools will be held at Holbrook Hall, Mount Hermon, Mass., Saturday, October 29, 1932, at 9:30 a.m., to hear the report of the Treasurer for the fiscal year ending June 30, 1932, and to transact any other business that may come before them.
(Signed) Ambert G. Moody, Clerk"

Call. The call was read by the Clerk
Chairman. President Wilfred W. Fry was in the chair.
Prayer. Prayer was offered by Dean Luther A. Weigle.

Present. Present: Messrs Daisy B. Treen Richard M Smith
Lucy S. Curtiss Arthur Perry
Messrs. Wilfred W. Fry Garrett S. Boetsma
Edwin M. Bulkley Robert E. Speer
W. R. Moody Luther A. Weigle
Stephen Baker John L. Grandin
Jarvis Cromwell Frederick E. Newton
J. Stewart Baker Ambert G. Moody
Edwin S. S. Sunderland
Guests: Messrs. Wm. F. Nichols
George McEwan
and Miss Elizabeth Whitmore as stenographer.

Messages from Absent Members. Messages were presented from the following members of the Board expressing regret at their inability to be present: W. W. Carman, P. Blair Lee, Richard C. Morse, George S. Palmer and Henry F. Cutler.

Minutes. VOTED: That the minutes of the annual meeting held June 4, 1932, as previously submitted in writing to each Corporator, be approved.

Treasurer's Report. The Treasurer, Mr. Edwin M. Bulkley, presented his report for the fiscal year ending June 30, 1932, summarized as follows:

<u>INCOME</u>	1932 <u>12 months</u>	1931 <u>11 months</u>
Student fees	\$343,877	\$349,845
Workhour	34,193	35,463
Endowment Income	146,739	105,796
Donations	73,196	91,339
Miscellaneous	<u>10,077</u>	<u>13,828</u>
Totals	\$608,082	\$596,271

EXPENSES

General	119,430	111,895
Instruction	221,643	205,963
Boarding	208,271	219,553
Miscellaneous	<u>61,357</u>	<u>72,689</u>
Totals	\$610,701	\$610,100

*Mount Hermon 50th Anniversary \$7,567

The deficit of \$2,700 was after the credit of income of \$20,000 received from the Estate of Mrs. Kennedy. But for this, we would have had a large deficit in keeping with a number of other institutions.

Comparison of current quarter with that of 1931: Income \$65,000 against \$78,000 of which donations were \$6,600 against \$15,000, Income from Endowments \$32,000 against \$35,000.

Auditors
Report.

The Treasurer also presented the report of the Auditors for the year ending June 30, 1932, in which the following statement was made:

"We have examined the accounts of The Northfield Schools for the year ended June 30, 1932, and the accompanying exhibits, in our opinion, set forth the financial condition of The Northfield Schools at June 30, 1932, and the result of its operations for the year ended on that date."

VOTED: That the Treasurer's and Auditors' reports be accepted and placed on file with the Clerk and that the acts of the Treasurer as therein set forth are approved and hereby made the acts of this Board.

VOTED: A recess.

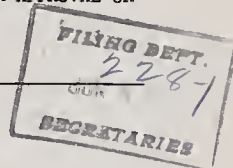
Reassembled.

Adjournment.

VOTED: To adjourn.

(Signed) Ambert G. Moody
Clerk

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED WITHOUT READING AT THE MEETING OF THE TRUSTEES TO BE HELD JUNE 10, 1933; FOR APPROVAL OR AMENDMENT, AS THE TRUSTEES MAY DESIRE.



TRUSTEES' MEETING
THE NORTHFIELD SCHOOLS
February 17, 1933

February 17,
1933.

MINUTES OF THE SPECIAL MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS held at the Bank of Manhattan Trust Company, 40 Wall Street, New York, N. Y., Friday, February 17, 1933, immediately succeeding the Corporators' Meeting of even date, in pursuance to the following notice duly given:

"Immediately succeeding the Corporators' Meeting, a Special Meeting of the Trustees of The Northfield Schools will be held at the same place, to transact any business that may come before them.

(Signed) Ambert G. Moody, Clerk"

Call.

The call was read by the Clerk.

Chairman.

President Wilfred W. Fry was in the chair.

Present.

Present: Misses Lucy S. Curtiss Jarvis Cromwell
 Daisy B. Treen John French
 Mira B. Wilson Wilfred W. Fry
Messrs. J. Stewart Baker John L. Grandin
 Stephen Baker P. Blair Lee
 Garrett S. Boetsma Arthur Perry
 Edwin M. Bulkley Elliott Speer
 William W. Carman Robert E. Speer
 Ambert G. Moody
 with Daniel Safford as stenographer.

Minutes.

VOTED: To approve of the minutes of the Special Meeting held October 29, 1932, as previously submitted in writing to each Trustee.

Report of
Finance Com.

Mr. Bulkley reported that the Finance Committee on February 16, 1933 had made investments as follows; the details of which are listed on a memorandum filed with the Clerk:

For Trust #1	\$ 9,950.
For Trust #2	24,925.
For Trust #3	62,216.56
Palmer Fund	9,950.
Total	<u>\$107,041.56</u>

VOTED: That the acts of the Finance Committee as set forth in this report be and hereby are made the acts of this board.

Estate of Karl
K. Brendel.
Mrs. Yaeger.

VOTED: To consent to the proposition of the attorneys for the estate of Karl K. Brendel, also known as Carl Henry Crouse, late of Greeley, County of Weld, State of Colorado, to assign \$20.00 a month toward the support of the decedent's widowed sister, Mrs. Helen Yaeger, to be charged against the residuary legatee due or to become due to The Northfield Schools by virtue of the provisions of said Brendel's will, and to authorize the officers of the Corporation to execute the agreements prepared by the said attorneys.

Estate of Karl
K. Brendel.
Mausoleum.

VOTED: To consent to the proposition presented by the attorneys for the estate of Karl K. Brendel, late of Greeley, Colorado, whereby George C. Stebbins and Elbert E. Stebbins, Executors of the last Will and Testament of said Brendel, desire to erect a mausoleum in Sandy Creek Cemetery, in the Town of Murray, County of Orleans, New York, at an expense not to exceed \$5,000.

THE FOLLOWING WERE RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE:

Appointment of
Sem. Pastor.

1. WHEREAS Miss Wilson, Principal of Northfield Seminary, reported that she had found a suitable person in Harold B. Ingalls for the position of pastor of Northfield Seminary and stated his qualifications for this position as follows: Has a B.A. from Oberlin and is to receive an M.A. from Columbia this summer; is to study half time at the Yale Divinity School next year; As experience has worked in China for two years and has done preparatory school work of the Y.M.C.A., which is particularly valuable type of experience for our School; and is also recommended by Dean Weigle, it was after discussion

VOTED: To empower Miss Wilson to engage Mr. Ingalls as part time Chaplain at a salary not to exceed \$1500 a year and an unfurnished apartment; to become effective at the opening of the Fall Term of 1933.

Appointment
of Musical
Director.

2. WHEREAS Mr. I. J. Lawrence has resigned his position as Musical Director at Mount Hermon School, to become effective at the end of the present school year, it was

VOTED: That the appointment of a Musical Director for both Schools be referred to the Headmaster and Principal with power to act.

Acceptance of
Students on a
Yearly Basis.

3. VOTED: That as the Schools' work is planned on a yearly basis no student be accepted for a shorter period than a year, unless recommended by the School, and that board and tuition charges be payable in three installments as follows:

- \$150 On or before Registration Day.
- \$100 On or before November 15.
- \$100 On or before February 1.

Student to be responsible for a charge of \$250 if withdrawal is at mid-year. The charge for students entering at mid-year to be \$175. These charges to become effective at the opening of the school year 1933-34.

Enrollment Fee Increase.

4. VOTED: That an increase of \$5.00 be made in the annual enrollment fee, the Schools to use this increase to absorb incidental student fees.

Advertising for New Students.

5. VOTED: That a sum not to exceed \$750 be appropriated for advertising and publicity for additional student enrollment and that the disbursement of same be left to the Principal and Headmaster with power to act.

Record of Christian Work.

6. A general discussion was had regarding the advisability of further support of the Record of Christian Work, after which it was

VOTED: That in pursuance of contracts already made \$2,000 be appropriated and that no further moneys other than to meet liabilities already in force be appropriated, and that it be RECOMMENDED to the Directors of the Record of Christian Work that the publication be disposed of or discontinued at the earliest possible moment.

Crossley Hall Improvements.

7. The Executive Committee also received a recommendation from the Administrative Committee for certain alterations and improvements in Crossley Hall, but took no action. Mr. Speer spoke in detail in favor of them from a financial as well as educational point of view. General discussion was had after which it was

VOTED: That the matter be left with the Executive and Finance Committee with power to act.

Allowance for Mr. Finch.

8. VOTED: To grant Mr. William Finch, employed by the Northfield Seminary for the past twenty years, an allowance of \$420 a year, this to be continued at the pleasure of the Trustees.

VOTED: To adopt the following resolutions presented by Mr. French, and agreed upon by the residuary legatees of the estates of Rebecca A. D. Wendel Swope and Ella Virginia Von Echtezel Wendel, to take real estate direct as co-owners, thereby saving executor fees:

RESOLVED, that The Northfield Schools hereby declares its intention and elects, as one of the residuary beneficiaries under the Last Will and Testament of Rebecca A. D. Wendel Swope, deceased, to take in kind, in common with the other residuary beneficiaries under said will, all that real estate not specifically devised of which said Rebecca A. D. Wendel Swope died seized, and also all that real estate not specifically devised, if any, over which she had the power of disposition at the time of her death, and in either and

each case free from any and all power or powers of sale that may have been given under said will to the executors of or the trustees under the same; and further

RESOLVED, that the President or a Vice-President or the Treasurer of this corporation be and any one or more of them hereby is and are authorized to make, execute and deliver any and all instruments and to do and cause to be done any and all acts necessary or appropriate to effect the purposes of the foregoing resolution.

RESOLVED, that The Northfield Schools hereby declares its intention and elects, as one of the residuary beneficiaries under the Last Will and Testament of Ella Virginia Von Echtzel Wendel, deceased, to take in kind, in common with the other residuary beneficiaries under said will, all that real estate not specifically devised of which said Ella Virginia Von Echtzel Wendel died seized, and also all that real estate not specifically devised, if any, over which she had the power of disposition at the time of her death, and in either and each case free from any and all power or powers of sale that may have been given under said will to the executors of or the trustees under the same; and further

RESOLVED, that the President or a Vice-President or the Treasurer of this Corporation be and any one or more of them hereby is and are authorized to make, execute and deliver any and all instruments and to do and cause to be done any and all acts necessary or appropriate to effect the purposes of the foregoing resolution.

In view of the fact that questions of policy in regard to the residuary bequest of The Northfield Schools contained in the will of Ella Virginia von Echtzel Wendel may arise requiring action before the next meeting of the Board of Trustees, it was

RESOLVED that the Finance Committee be given full power and authority to determine any questions of policy arising under the will of Ella Virginia von Echtzel Wendel prior to the next meeting of the Board of Trustees, with full power to act.

Retirement of
Mr. McMillan.

WHEREAS Mr. George McMillan, Purchasing Agent of The Northfield Schools, completed on January 1, 1933 a service of over forty years, the following resolution was unanimously adopted, and the Clerk was instructed to inscribe the same on the minutes of this meeting and send a copy to Mr. McMillan:

The retirement of George McMillan as Purchasing Agent closes a service of forty years to The Northfield Schools, a service marked by most scrupulous faithfulness and loyalty as Cashier, Purchasing Agent, and Superintendent of Buildings and Work at Mount Hermon. Upon merger of the two Schools, Mr. McMillan was appointed Superintendent of Buildings and Work and later Purchasing Agent of The Northfield Schools. For many years he was also Superintendent of the Northfield Summer Conferences.

He attacked his tasks so quietly and so happily that his colleagues hardly realized the difficulty or the ability and strength with which they were performed.

Moreover Mr. and Mrs. McMillan made it their business to touch the lives of hundreds of Mount Hermon students intimately and sympathetically. Believing in personal work for Jesus Christ, they labored in the midst of various and heavy tasks with untiring and time-consuming energy. On School and Church committees they never shirked the most disagreeable and irksome duties, but performed them with completeness and unflinching cheerfulness. Their daily life was a continual testimony to their religious sincerity.

Such unpretentious but fruitful service is the sort of heritage that the Schools of Dwight L. Moody value above any material endowment.

The Trustees desire to express to them here their appreciation and hope that a fullness of joy and blessing may crown their less strenuous years.

Resignation of
Mr. Moody from
Executive Com.

WHEREAS the resignation of Ambert G. Moody from membership in the Executive Committee was presented, it was

VOTED: To accept the same with assurance of unflinching and very complete affection.

Estate of Mrs.
Kennedy.

WHEREAS Mr. Bulkley stated that in the distribution of the income from the estate of Mrs. John S. Kennedy matters had arisen requiring action, it was

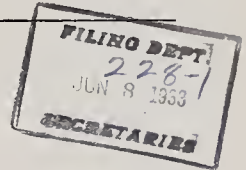
VOTED: That Mr. French, as counsel, and Mr. Bulkley be named as a committee with authority to enter into agreement with the other residuary legatees.

Adjourned.

(Signed) Ambert G. Moody
Clerk

THESE RECORDS HAVE BEEN PREPARED BY THE CLERK AND WILL BE PRESENTED WITHOUT READING AT THE MEETING OF THE CORPORATORS TO BE HELD JUNE 10, 1933, FOR APPROVAL OR AMENDMENT, AS THE CORPORATORS MAY DESIRE.

CORPORATORS' MEETING
THE NORTHFIELD SCHOOLS
February 17, 1933



February 17,
1933.

MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at the Bank of Manhattan Trust Company, 40 Wall Street, New York City, Friday, February 17, 1933, at 3:00 p.m., in pursuance to the following notice duly given:

"You are hereby notified that a special meeting of the Corporators of The Northfield Schools will be held at the Bank of Manhattan Trust Company, 40 Wall Street, New York City, on Friday, February 17, 1933, at 3:00 p.m., to transact any business that may come before them at that time. (Signed) Ambert G. Moody, Clerk"

Call. The call was read by the Clerk.

Chairman. President Wilfred W. Fry was in the Chair.

Prayer. Prayer was offered by Doctor Robert E. Speer.

Present. Present: Misses Lucy S. Curtiss Jarvis Cromwell
Daisy B. Treen John French
Mira B. Wilson Wilfred W. Fry
Messrs. J. Stewart Baker John L. Grandin
Stephen Baker P. Blair Lee
Garrett S. Boetsma Arthur Perry
Edwin M. Bulkley Elliott Speer
William W. Carman Robert E. Speer
Ambert G. Moody
with Daniel Safford as stenographer

Messages from
Absent Members.

Messages were presented from the following members of the Board expressing regret at their inability to be present: Frederick E. Newton, William R. Moody, Richard C. Morse, Richard M. Smith and Edwin S. S. Sunderland.

Minutes.

VOTED: That the minutes of the special meeting held October 29, 1932, as previously submitted in writing to each Corporator, be approved.

Treasurer's
Report.

The Treasurer, Mr. Bulkley, presented an informal report concerning endowment, investments of the Finance Committee, and of Current Receipts and Expenditures for the first six months of the fiscal year, wherein was stated that the income was \$255,300 and expenses \$261,800, or a deficit of \$6,500. This compares with an excess of income for the half year of 1931 of \$15,000. Expenses were reduced by \$9,600 but income fell \$31,000, the difference being in donations and student fees. The latter fell \$17,000 or about 12%, while donations were only \$14,000. The average number of boarding students at Mount Hermon was 456 against 462, and at the Seminary 421 vs. 451. Endowment income was \$84,000 in comparison with \$83,039 for the same period in 1931 by reason of the good fortune in receiving another payment from the executors of the estate of Mrs. Kennedy. The loss in income upon old time investments was \$8,075. The Record of Christian Work drew upon The Schools, this year, for \$4,000, while in 1931 the amount was only \$1,500.

VOTED: That the acts of the Treasurer as set forth in the above reports be and hereby are made the acts of the Board.

VOTED: A recess.

Reassembled.

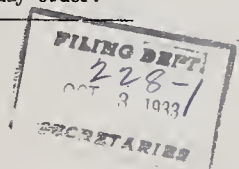
VOTED: To adjourn.

(Signed) Ambert G. Moody
Clerk

THESE RECORDS have been prepared by the Clerk and will be presented without reading at the meeting of the Corporators to be held October 7, 1933, for approval or amendment, as the Corporators may order.

CORPORATORS' MEETING
THE NORTHFIELD SCHOOLS

June 10, 1933



June 10, 1933. MINUTES OF THE ANNUAL MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS, held at Holbrook Hall, Mount Hermon, Mass., Saturday, June 10, 1933, at 9:30 a.m., in pursuance to the following notice duly given:

"The Annual Meeting of the Corporators of The Northfield Schools will be held at Holbrook Hall, Mount Hermon, Mass., Saturday, June 10, 1933, at 9:30 a.m., to elect officers for the ensuing year, to hear the report of the Treasurer for the first nine months of the current year, and to transact any other business which may come before them.
(Signed) Ambert G. Moody, Clerk"

The call was read by the Clerk.

Present. Present: Misses Mira B. Wilson Messrs. John L. Grandin
Daisy B. Treen Frederick E. Newton
Lucy S. Curtiss Arthur Perry
Messrs. Edwin M. Bulkley Richard M. Smith
Garrett S. Boetsma Elliott Speer
Wilfred W. Fry Ambert G. Moody
Guests Messrs. Wm. F. Nichols
George McMan
With Miss Marion Wolfram as stenographer.

Chairman. President Fry was in the chair.

Prayer. Prayer was offered by Mr. Bulkley.

Messages from Absent Members. Messages of regret at their inability to be present were presented from Messrs. George S. Palmer, Edwin S. S. Sunderland, W. W. Carman, L. A. Waigle, Jarvis Cromwell, Robert E. Speer, T. J. Foster, Stephen Baker and J. Stewart Baker. A similar message was received from Mr. P. Blair after the adjournment of the meeting.

Minutes. VOTED: That the minutes of the meeting held February 17, 1933 as previously submitted in writing to each Corporator be approved

Election of Miss Broad as Corporator. WHEREAS Miss Daisy B. Treen's term of office as a Corporator representing the Northfield Seminary Alumni Association has expired, and the said Association has nominated Miss Harriet A. Broad of Brookline, Mass., as its representative on the Board for a period of three years, it was by ballot

VOTED: To elect Miss Broad Corporation for a term of three years.

Election of Officers.

Upon motion duly made and seconded the following officers were elected by ballot for the ensuing year:

Treasurer: Edwin M. Bulkley
Assistant Treasurers: Ambert G. Moody, George McEwan
Clerk: Ambert G. Moody (Sworn by George McEwan, Notary Public, June 13, 1933)

Trustees: Wilfred W. Fry	Thomas J. Foster
Stephen Baker	John French
John L. Grandin	William M. Kingsley
Elliott Speer	P. Blair Lee
Edwin M. Bulkley	William R. Moody
Ambert G. Moody	Richard C. Morse
John Stewart Baker	George S. Palmer
Frederick E. Newton	Arthur Perry
William W. Carman	Richard M. Smith, M.D.
Jarvis Cronwell	Robert E. Speer, D.D.
Miss Lucy S. Curtiss	Luther A. Weigle, D.D.
Miss Harriet A. Broad	Miss Mira B. Wilson
Henry F. Cutler	Edwin S. S. Sunderland
Garrett S. Boetsma	

Treasurer's Report.

The Treasurer, Mr. Bulkley, presented an informal report concerning current receipts and expenditures, endowments, and investments for the first nine months of the current year

	1933	1932
Total Current Income	\$493,878	\$532,367
Total Current Expenses	428,854	450,123
Excess income over expenses	65,044	82,244

Another payment of income under the Estate of Mrs. Kennedy is expected, possibly before the end of the year. In Permanent Funds there are some \$16,000 uninvested in the several accounts. Campaign gifts to the Capital Fund are \$48,242. Gifts received from bequests \$16,500. Notices of bequests received during the current year \$78,000.

VOTED: That the acts of the Treasurer as set forth in the above report be and hereby are made the acts of this Board.

VOTED: To recess.

Reassembled.

VOTED: To adjourn.

(Signed) Ambert G. Moody
Clerk

Finance Committee:

Stephen Baker, Chairman	Jarvis Cromwell	} ex officio
William Kingsley	J. Stewart Baker	
John French	Edwin M. Bulkley	
William W. Grandin	Wilfred W. Fry	

Buildings Committee:

Jarvis Cromwell, Chairman	
Thomas J. Foster	Wilfred W. Fry
John L. Grandin	Edwin M. Bulkley

Election of Mr. Newton to Executive Com.

WHEREAS the Executive Committee nominated Mr. Frederiek E. Newton of Andover, Mass., for membership on its Committee, upon motion duly made and seconded Mr. Newton was by ballot elected a member of the Committee.

Report of the Executive Com.

Minutes of the meeting of the Executive Committee held June 7, 1933 were submitted by the Chairman, Mr. Grandin, after which it was

VOTED: To approve the minutes of the Executive Committee with a correction in the vote regarding Crossley Hall, making that vote read as follows:

"VOTED: That the Executive Committee put themselves on record as heartily approving the urgency of the proposed changes and that this improvement be made as soon as the Finance Committee thinks financial conditions warrant."

and that the acts of the Committee as set forth therein be made the acts of this Board.

The following recommendations were presented by the Executive Committee:

1. That an Operating Budget for the fiscal year ending June 30, 1934, wherein provision is made for Total Operating Expenses \$593,800 and Total Estimated Income \$593,400, which has been approved by the Finance and Executive Committees, be adopted by the Trustees.
2. That the Mount Hermon Power Plant be repaired and altered at an expenditure of \$10,000 and that ten superstats be installed at the two Schools at an expense of \$1500, from which our engineers estimate a saving of \$2500 per year.
3. That fire doors be installed at Gould and Marquand Hall at Northfield Seminary at an expense of \$400 in accordance with the requirements of the State Building Inspector.
4. That the teachers' apartment at Overton Hall at Mount Hermon be moved from the fourth floor to the main floor at an expense of \$650.

5. That a second apartment be made in the Polhemus House at an expense of \$500.
6. That an expenditure of \$5,000 be authorized for the improvement of grounds at Mount Hermon, this expenditure being largely for student labor.
7. That a fund now held by the Schools as Trustee and received by past gifts for a Y.M.C.A. Recreational Building at Mount Hermon be used for the purpose of transforming the building now used as a Storehouse into a Y.M.C.A. building.
8. That an expenditure of \$1500 be appropriated for adapting West Hall basement for use as a storeroom.
9. That a portion of the Bookstore building be made into an apartment at an expense of \$700.

Upon motion duly made and seconded, it was

VOTED: To approve of these recommendations of the Executive Committee.

Retirement of
Mr. Moody from
Hotel
Allowance.

VOTED: To grant Mr. Lambert G. Moody a retirement allowance on account of Hotel service of \$1640 a year, effective June 1, 1933, it being understood that the surplus in the retirement fund is sufficient to take care of this expense. It being further understood that he will in addition on retiring from The Northfield Schools receive his regular allowance in accordance with the annuity plan.

VOTED: That Mr. Grandin and Mr. Speer be asked to formulate a resolution stating Mr. Moody's outstanding service to the School through the Hotel across these many years. This is to be recorded on the minutes and a copy sent to Mr. Moody. The following is a copy of said resolution:

WHEREAS for forty-three years Lambert G. Moody has contributed to the unity, advancement, material and spiritual well-being of the whole enterprise of The Northfield Schools through his management of the Hotel Northfield, therefore

BE IT RESOLVED that the Board of Trustees of The Northfield Schools (On their own behalf and as Directors of the Hotel Northfield) record their affectionate gratitude and deep appreciation of Mr. Moody's loyal, faithful conservation and development of the Hotel, its physical plant and its rich fund of goodwill, without thinking of or sparing of himself.

Continuance of
Mr. Fitt's
Salary.

WHEREAS Mr. Bulkley called attention to the fact that with the suspension of the publication of the Record of Christian Work Mr. Fitt, its Editor, would be without remuneration, and suggested that his salary of \$250 a month be continued until the first of October, when it is hoped that a definite recommendation may be made, it was

VOICED: To approve.

An informal report of the Finance Committee was given by the Treasurer, copy of which is on file with the Clerk.

Resolution Relative to settlement of Emma B. Kennedy Estate.

Mr. Bulkley presented the following resolution:

WHEREAS, there has been presented a communication from the Executors of the Last Will and Testament of Emma B. Kennedy, Deceased, proposing the sale of certain securities which the Executors have heretofore held at the request of the residuary legatees and the distribution in kind to the residuary legatees of certain other stocks, notes, bonds and mortgages constituting the larger part of the assets held by the Executors; and

WHEREAS, said communication sets forth in detail the allocation of the different securities among the residuary legatees and the values at which the Executors have fixed the same for the purpose of said distribution; and

WHEREAS, such distribution contemplates also the appointment of President and Directors of the Manhattan Company of New York City, to hold, manage and administer said notes, bonds and mortgages as the agent of the residuary legatees; and

WHEREAS, this Board deems it advantageous to The Northfield Schools to acquiesce in, approve of and accept said proposed distribution and said appointment of said agent:

NOW, THEREFORE, upon motion duly made and seconded, it is unanimately

RESOLVED that this Board acquiesces in, and approves of said sale of said securities, said distribution to The Northfield Schools and to the other residuary legatees of said securities in kind in the amounts and at the values all as set forth in said communication from said Executors, and to the appointment of President and Directors of the said Manhattan Company as agent for The Northfield Schools to hold, manage and administer the notes, bonds and mortgages included in said distribution; and

BE IT FURTHER RESOLVED that the President or Vice President and the Secretary or Treasurer of this Corporation be, and they hereby are, authorized to make, execute, acknowledge and deliver all papers and instruments which may be required by the Executors or their attorneys of said President and Directors of the Manhattan Company for the purpose of effectuating and completing said distribution and the appointment of said agent, including consents, receipts, releases and agreements, the same to contain such terms, covenants and conditions as said officers may deem proper.

Appreciation of
Services of
Mr. French.

WHEREAS our counsel, Mr. John French, has for many years given much time and thought to the preparation and presentation of numerous documents relative to the settlement of various estates, especially the Wendel estate, it was

RESOLVED that ^{this} vote of appreciation and gratitude to Mr. French for his untiring work, keen interest, and efficient presentation of these many cases be inscribed on the minutes of this meeting and a copy of the same sent to him.

Authorization
of Miss Andrew's
Signature as
Assistant Secr.

VOTED: That the signature of Miss Jennie J. Andrew as Assistant Secretary on the papers in connection with the settlement of the Wendel estate, said papers being under the execution of Mr. Baker as Vice-President, is approved by the Board.

VOTED: That the acts of the Finance Committee as set forth in the above report be and hereby are made the acts of this Board

Principals'
Reports.

Miss Wilson, Principal of Northfield Seminary gave an informal report of the School work, after which it was

VOTED: To accept the same with appreciation.

Mr. Spear, Headmaster of Mount Hermon School, reported on the work there.

Mr. Roberts
report.

Mr. Roberts reported on his efforts in securing current donations, that up to date he had received from all sources \$46,000 or about 60% of the amount received last year at this time. That he expected to receive \$50,000. One new contributor had just sent in his check for \$4,000. About one-half the capital fund subscriptions were paid last year with less than 10,000 cancelled. During the year \$50,000 has been actually paid in on the capital fund, about \$23,000 of which came from former students.

Report on Hotel.

Mr. Grandin reported on securing the L. G. Treadway Service Corporation to operate The Northfield upon the retirement of our Manager, Anbert G. Mady, after over forty years of most faithful and devoted service. He also spoke of the fact that Mr. Mady's son, A. Gordon Mady, had come to be Assistant Manager with the hope that he will later be able to take over the management of the Hotel. The contract with the Treadway Corporation may be terminated at the end of one and one-half years if everything is not satisfactory.

Water
Situation.

Mr. Grandin spoke briefly regarding the water situation and thought there was no need to take any action at this time.

Record of Christian Work Combined with Church Management. Mr. Speer reported on the Record of Christian Work. Thanks to Mr. Fry and the help of friends he had a favorable experience in securing a modification of the terms of the contract with the printers, the R. R. Donnelley & Sons Co., of Chicago. The July issue of the Record will be the last one issued. "Church Management" published and owned by Church World Press, Inc., of Cleveland, is to take over the Record of Christian Work effective with the August issue of this year. They are to carry on a department known as the "Northfield Pulpit" and will afford us excellent publicity for Schools and Summer Conferences.

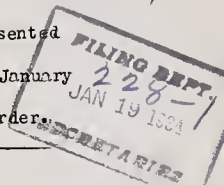
Offer of a Cottage to Seminary Alumnae Association. Miss Treen reported that a cottage had been offered to the Northfield Seminary alumnae Association to which the said Association could not take title since it is not incorporated. She asked that the Schools take title to the same. It was

VOTED: To refer the matter to the Executive Committee with power.

Adjourned.

(Signed) Lambert G. Maddy
Clerk

THESE RECORDS have been prepared by the Clerk and will be presented without reading at the meeting of the Corporators to be held January 26, 1934, for approval or amendment, as the Corporators may order.



P. E. S. T.

JAN 16 1934

CORPORATORS' MEETING
THE NORTHFIELD SCHOOLS

October 7, 1933

Oct. 7, 1933. MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS, held at Kenarden Hall, East Northfield, Mass., Saturday, October 7, 1933, at 9:30 a.m., in pursuance to the following notice duly given:

Call. "A Special Meeting of the Corporators of The Northfield Schools will be held at Kenarden Hall, Northfield Seminary, East Northfield, Mass., Saturday, October 7, 1933, at 9:30 a.m., to hear the report of the Treasurer for the fiscal year ending June 30, 1933, and to transact any other business that may come before them.
(Signed) Ambert G. Moody, Clerk."

The call was read by the Clerk.

Present. Present: Misses Mira E. Wilson P, Blair Lee
Lucy S. Curtiss Richard C. Morse
Harriet A. Broad Frederick E. Newton
Messrs. J. Stewart Baker Arthur Perry
Garrett S. Boetsma Richard M. Smith
Edwin M. Bulkley Elliott Speer
Jarvis Cromwell Edwin S.S. Sunderland
Wilfred W. Fry Ambert G. Moody
John L. Grandin
Guests: Messrs. Wm. F. Nichols
Albert E. Roberts
George McEwan
With Miss Marion Wolfram as stenographer.

Chairman. President Fry was in the chair.

Prayer. Prayer was offered by Miss Wilson.

Messages from Absent Members. Messages of regret at their inability to be present were presented from George S. Palmer, Robert E. Speer, William R. Moody, L. A. Weigle, W. W. Carman and Stephen Baker.

Minutes. VOTED: That the minutes of the meeting held June 10, 1933, as previously submitted in writing to each Corporator be approved.

Treasurer's Report. The Treasurer, Mr. Edwin M. Bulkley, presented his report for the fiscal year ending June 30, 1933; summarized as follows:

<u>INCOME</u>	<u>1933</u>	<u>1932</u>
Student fees	\$325,408	\$343,877
Workhour	34,085	34,193
Endowment Income	134,100	146,739
Donations	52,650	73,196
Miscellaneous	6,888	10,077
Totals	<u>\$553,131</u>	<u>\$608,082</u>

<u>EXPENSES</u>	<u>1933</u>	<u>1932</u>
General	110,093	119,430
Instruction	210,083	221,643
Boarding	192,702	208,271
Miscellaneous	64,698	61,357
Totals	<u>577,576</u>	<u>\$610,701</u>

Auditor's Report.

The Treasurer also presented the report of our Auditors, F. W. Lafrentz & Co., of Boston, for the year ending June 30, 1933, in which the following statement was made:

"We have examined the accounts of The Northfield Schools for the year ended June 30, 1933, and the accompanying exhibits, in our opinion, set forth the financial condition of The Northfield Schools at June 30, 1933, and the result of its operations for the year ended on that date."

VOTED: That the Treasurer's and Auditors' reports be accepted and placed on file with the Clerk and that the acts of the Treasurer as therein set forth are approved and hereby made the acts of this Board.

VOTED: A recess.

Reassembled.

Adjournment.

VOTED: To adjourn.

(Signed) Ambert G. Moody
Clerk

THESE RECORDS have been prepared by the Clerk and will be presented without reading at the meeting of the Trustees to be held January 26, 1934, for approval or amendment, as the Trustees may order.

TRUSTEES' MEETING
THE NORTFIELD SCHOOLS
October 7, 1933

Oct. 7, 1933. MINUTES OF A SPECIAL MEETING OF THE TRUSTEES OF THE NORTFIELD SCHOOLS, held at Kenardon Hall, East Northfield, Mass., October 7, 1933, immediately succeeding the Corporators' Meeting of even date, in pursuance to the following notice duly given:

Call. "Immediately succeeding the Corporators' Meeting, a Special Meeting of the Board of Trustees will be held at the same place to hear the President's and the Principals' reports for the year ending June 30, 1933, and to consider and act upon any other business that may come before them.

(Signed) Ambert G. Moody, Clerk."

The call was read by the Clerk.

Present. Present: Misses Mira B. Wilson Lucy S. Curtiqs Harriet A. Broad
Messrs. J. Stewart Baker Garrett S. Boetsma Edwin M. Bulkley Jarvis Crenvold Wilfred W. Fry John L. Grandin
P. Blair Lee Richard C. Morse Frederick E. Newton Arthur Perry Richard M. Smith Elliott Spear Edwin S. S. Sunderland Ambert G. Moody

Guests: Messrs. Wm. F. Nichols
Albert E. Roberts
George McEwan
Miss Marien Welfram as stenographer.

Minutes. VOTED: That the minutes of the meeting held June 10, 1933, as previously submitted in writing to each Trustee, be approved.

Finance Com. Minutes. The Minutes of the Finance Committee meeting held October 4, 1933, were presented by Mr. Bulkley, after which it was

VOTED: That the acts of the Finance Committee as set forth in this report be and hereby are made the acts of this board.

Changes in
1933-34
Budget.

Mr. Spear spoke of the changes necessary in the 1933-34 budget, because of the large enrollment and the fact that the budget had been cut in preparation for a hard year, also in the light of changes in the commodity prices. The original budget had an estimated income of \$593,400 with estimated expenses of \$593,800 an excess of expenses over income of \$400.

WHEREAS it was suggested that the 1933-34 budget be amended by making an estimated increase in expenses of \$10,850, and an estimated increase in income of \$12,000, it was

VOTED: To approve of the same,

Expense of
Repairs to
Estate of
Elvira R.
Gould.

VOTED: To ratify and approve of the action of Mr. Perry in authorizing certain repairs in connection with the Estate of Elvira R. Gould, late of Billerica, Mass., in which the Schools are one of four residuary legatees. The expense of same is not to exceed \$800 and is to be charged proportionately against the cash residue to be received by said legatees.

Charles R.
Fisher Legacy
Compromise.

RESOLVED: To ratify and confirm the action of the Treasurer, Edwin M. Bulkley, in executing on behalf of the corporation an agreement with Day Trust Company, Emilie Francess Emerson and others dated August 4, 1933, said agreement relating to the disposition of the residue of a fund under a Trust Indenture made by Charles R. Fisher of Newton, Massachusetts, and Day Trust Company, dated April 5, 1932 and under a power of appointment which Alfreda B. Fisher, of said Newton, now deceased, purported to exercise by a codicil to her will.

Mr. Fitt's
Salary.

VOTED: To refer to the Treasurer with power the question of the continuation of salary after October 1933, to Mr. A. P. Fitt, formerly editor of the Record of Christian Work, since he is not yet eligible for the retirement plan.

Murray
Property.

The Executive Committee reported on the present status of the offer of the J. B. Murray property to the Schools, wherein it went on record that it wishes to inform the Buildings Committee that it is favorable to the acceptance of the gift of said property unencumbered by any conditions. After discussion it was

VOTED: To refer this matter to the Buildings and Grounds Committee with power. Members of the Committee and others (Jarvis Cromwell, Edwin S. S. Sunderland, Wilfred W. Fry, John L. Grandin, Arthur Porry, L. A. Polhomus, and Ambert G. Moody) then visited the property and decided to accept the same on the terms outlined in the proposition submitted to the Executive Committee.

Report of the Executive Com. A report of the Executive Committee Meeting of October 4, 1933 was given by the Chairman, Mr. Grandin, wherein the following recommendations were made to the Trustees:

- Salary Mr. Gage. (1) That payment of full salary for the first term be made to Mr. Spurgoon Gage, who on account of serious illness is not able to meet classes this term.
- New Hymnals for Mount Hermon. (2) WHEREAS Northfield Seminary is obtaining new hymnals for use in the chapel and for musical work, that \$600 be appropriated for new hymnals at Mount Hermon.
- Change name of Home Science Hall. (3) That the name of Home Science Hall be changed to Julia Billings Hall, subject to the wishes of her daughters.
- Practice Organ. (4) That an expenditure of \$600 be made from the Estey Chorus Fund for the purchase of a practice organ for the Northfield Seminary.
- Seminary Water Supply. New dam. (5) That a dam be built on the Louisiana Brook at an expense of approximately \$36,000; the dam to be in accordance with plans made by our engineer Mr. Lewis D. Thorpe, approved by Mr. Turner. This recommendation is made with the assurance of the State Commissioner of Health that the completed project will give adequate and satisfactory water supply without the need of further expense for filtration and chlorination. Also that the work be done on a day basis under the supervision of our own superintendents.

VOTED: To approve and adopt these recommendations.

Garages.

VOTED: To approve the erection of a garage with several stalls on the Seminary grounds north of the power House, these stalls to be rented members of the faculty; also a garage to be attached to Ford Cottage, Mount Hermon, for the Headmaster's convenience; the details of both to be left to the Chairman of the Buildings and Grounds Committee and a representative of the Executive Committee.

Principals' Reports.

Miss Wilson, Principal of Northfield Seminary, gave an informal report relative to the opening of the new school year, wherein she stated that the registration was 543 including 45 town students. The formal report for the year 1932-33 was presented to each of the Trustees in writing. It was

VOTED: To accept these reports and that a copy be placed on file with the Clerk.

Mr. Speer, Headmaster of Mount Hermon School, also gave an informal report stating that the registration was 540 which included 29 day students. Mr. Speer also presented the formal report for the year 1932-33 in writing to each Trustee. It was

VOTED: To accept these reports and place a copy on file with the Clerk.

New Admission
and Tuition
Plan.

Mr. Speer presented for consideration a new plan of admission and charges for students along the lines used for Christ Hospital, England. After discussion it was

VOTED: To refer this suggestion to a special Committee to be appointed by the Chairman at his convenience, this Committee to submit their report with the minutes of a subsequent meeting. Subsequently Mr. Fry appointed Messrs. J. Stewart Baker, Chairman, Arthur Porry and Jarvis Cromwell.

Adjourned.

(Signed) Albert G. Moody
Clerk.

D. F. Speer
DEC 8 1933

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SECRETARIES

REPORT OF THE SECRETARY
of the
NORTHFIELD SUMMER CONFERENCES
November 1, 1933

GENERAL REPORT OF THE NORTHFIELD SUMMER CONFERENCES

The first interdenominational Christian conferences in America were established at Northfield in 1880 by D. L. Moody. To his call issued to Christian workers to assemble here for Bible study, prayer, and the strengthening of their Christian life about 300 responded. Since this beginning Conferences have been held on the Northfield Seminary campus every summer except three. They increased in both number and attendance until in 1926 seven different gatherings were held, with an aggregate number of approximately 5700 delegates registered on the Conference grounds alone, convening in the following order: Student Young Men's Christian Association Conference; Young Women's Conference; Woman's Interdenominational Home Mission Conference; Conference for Women's Foreign Missionary Societies; Conference of Religious Education; General Conference of Christian Workers; Massachusetts Christian Endeavor Institute. In addition to those staying on the Conference grounds many more attended who were entertained at The Northfield Hotel, in boarding houses and private homes, in cottages on Rustic Ridge, and who came in to the meetings from surrounding towns.

In addition to the great spiritual inspiration these Conferences have been, they have provided the very best form of publicity for The Northfield Schools, helping greatly, both in interesting prospective students and in creating a sympathetic atmosphere for the solicitation of financial aid. It is impossible to tell how many students across the years have been thus interested, but the numbers have been large. Again it is impossible to give complete figures of financial aid received because of these gatherings; yet in addition to their general help, we know of some cases of those who in all probability would never

have helped the Schools had it not been for their attendance at the Conferences. Oftentimes, this influence was combined with that of the Northfield Hotel in affording the prospective donors the opportunity of learning of the work of the Schools first hand. For instance, the following supporters of the work here were regular attendants of the Conferences and Hotel:

Mr. and Mrs. James W. Keop of Westfield, Mass. Aside from their share in current donations, their total bequests to the Schools amounted to \$205,330.

Dr. D. F. Atwater and wife and daughter of Springfield, Mass., whose united bequests have already amounted to \$36,400, with a contingent bequest of \$33,000.

Mr. Edwin Gilbert of the Gilbert and Bennett Mfg. Co., of Georgetown, Conn., bequeathed shares in this Company and upon his death the Schools began enjoying an income on these stocks averaging \$10,125 per year.

Dr. Silliman, the donor of Silliman Hall at Mount Hermon, made gifts and bequests amounting to well over \$313,600.

These are some of the larger gifts which probably came through these sources. There have been a large number of smaller donors to current funds as well as legators who have given valuable support through the years.

In addition the Conferences are a help to the Schools by assuming each season a share of the upkeep of the grounds amounting to about \$1,100. Also the Northfield Hotel has enjoyed a considerable patronage each summer from a goodly portion of the delegates who desire hotel accommodations and service.

These gatherings have been led and addressed by outstanding leaders in the Christian Church and Mission Field such as, from abroad, Henry Drummond, F. B. Meyer, Campbell Morgan, J. D. Jones, J. H. Jewett, Stuart Holden, John Hutton, James Moffatt, Adam W. Burnett, John Baillie, and James Reid; from this country, A. J. Gordon, D. W. Whittle, A. T. Pierson, John R. Mott, Robert E. Soper, Mrs. Henry W. Peabody, Mrs. Helen Barrett Montgomery, Henry Sloane Coffin,

Charles E. Jefferson, Melvin E. Trotter, George C. Stebbins, and Harris E. Kirk who presided at the General Conference in 1926 in the absence of W. R. Moody. Also James Gordon Gilkey, Elliott Spear, Daniel A. Poling, Homer Hammontree, John T. Dallas, A. W. Beaven, Charles L. Goodell, Colonel Raymond Robbins, John McDowell, Boynton Merrill, Charles R. Erdman, George A. Buttrick, A. E. Robertson, Paul Scherer, Deane Graham, Herbert W. Gates, Arthur Kinsolving, Paul Moody, Milton Stauffer, and Oscar Buck, and many other Christian leaders from home and abroad.

The personnel of these gatherings is made up of leaders and delegates from Home and Foreign Mission societies, Sunday Schools, Christian Endeavor and other young people's societies, preparatory school and college students, and a large number of ministers, laymen, and women who attend the General Conference. These represent practically all of the evangelical denominations in the East.

The Young Men's Student Conference, which had met here for thirty-four summers up to and including 1919, returned to Northfield in 1926, but owing to conflicting dates again withdrew in 1931.

The employees serving these Conferences in 1926 numbered approximately 235 young women and 60 young men, the larger number of whom are college and preparatory students. A few are teachers. Of the young women about 30% were former, present, or prospective students of Northfield Seminary; of the young men about 4% were former, present, or prospective students of Mount Hermon School. The total pay-roll of 1926 amounted to about \$22,391. Thus these Conferences provide an opportunity for many young people to earn money with which to pursue their studies. Our Conference employees are, as a rule, Christian young people of the highest ideals of life, and concerning their service we receive many commendations.

The employees serving the 1933 Conferences numbered 91 young women and 49 young men. Among these numbers there were 34 past and 37 present Seminary students, and 20 not connected with the Seminary. There were 22 past and 15 present Mount Hermon students and 12 not connected with Mount Hermon. Most of the former students are either in college or teaching. The total pay-roll for 1933 amounted to \$11,380.

Statement of the financial situation of the Conferences in 1926, a fairly normal, pre-depression year and the average for a five year period 1929-1933:

Receipts:	1926	
Board and Lodging		\$84,956.
Donations		<u>1,405.</u>
	Total	\$86,361.
Expenditures, a part of which are estimated		<u>88,861.</u>
Deficit, estimated		\$2,500.

At the close of the fiscal year ending October 31, 1925, however, the total surplus on the Conferences' account, accumulating over a period of 11 years, was \$13,414. which will leave a total surplus (estimated) on October 31, 1926, for a period of 12 years, amounting to \$10,914.

The past two seasons show the following comparison of attendance:

	1926	1925
Days covered by all Conferences	63	56
Average daily number of attendants entertained on Conference grounds	616	710

	<u>Five Year period</u> 1929-1933
Average Expenses	\$61,937.
Average Income	61,279.
Average deficit	658.
Accumulated surplus at end of 1933	5,400.
Average campus attendance during last five years	470

Special attention is called to the fact that in all cases the notation of attendants is only for those entertained on the Conference grounds. In addition there are large numbers in attendance who are entertained at the Northfield Hotel, at various boarding houses, on Rustic Ridge, residents of Northfield and surrounding towns. We have no definite record of these groups. A conservative estimate of the aggregate number attending from these various groups this year would be six or seven thousand.

Respectfully submitted,

Ambert G. Moody
Secretary

East Northfield, Mass.
November 15, 1933

REPORT
of
MOUNT HERMON SCHOOL
1933 - 1934

GENERAL DATA
1933-1934

Registration (Figures in brackets are for previous year)

	First Term	Second Term
Boarding Students	495 (481)	478 (453)
Day Students	29 (32)	27 (32)
Working Students	16 (8)	14 (12)

In the second semester, 3 students registered (2 new and 1 former), making a total registration for the year of 543. Forty-seven were sons of Mount Hermon alumni. Of the new students, 49 were related as cousins, nephews, etc., to Mount Hermon alumni. Fifteen were similarly related to Northfield alumnae.

Geographical Representation

Twenty-six states and five foreign countries were represented as follows:

<u>United States</u>		<u>Foreign</u>	
Arizona	1 (0)	Cuba	3 (4)
Colorado	1 (0)	Egypt	2 (2)
Connecticut	70 (71)	Canada	1 (1)
Delaware	2 (3)	India	1 (2)
District of Columbia	1 (5)	Japan	1 (1)
Florida	1 (0)		
Idaho	1 (1)		
Illinois	1 (1)		
Kentucky	1 (1)		
Maine	4 (2)		
Massachusetts	168 (185)		
Michigan	2 (2)		
Minnesota	1 (0)		
Missouri	2 (3)		
Nebraska	1 (1)		
New Hampshire	9 (14)		
New Jersey	60 (51)		
New York	135 (136)		
North Carolina	1 (1)		
Ohio	6 (8)		
Oregon	2 (2)		
Pennsylvania	19 (18)		
Rhode Island	20 (16)		
Tennessee	2 (2)		
Vermont	20 (17)		
Wisconsin	1 (0)		

Church Membership of New Students, as indicated on their application blanks:

Congregational	59 (43)	Community	2 (0)
Presbyterian	35 (24)	Dutch Reformed	1 (5)
Episcopalian	27 (20)	Universalist	1 (0)
Baptist	26 (24)	Disciple of Christ	1 (0)
Methodist	26 (26)	Hebrew	1 (3)
Christian Science	8 (3)	Plymouth Brethren	1 (0)
Catholic	5 (5)	International	1 (0)
Unitarian	3 (0)	Union Grace	1 (0)
Reformed	3 (3)	United	1 (0)
		None stated	32 (24)

Age of Student Body (Figures in brackets refer to the previous year)

Ages of students on February 1 ranged from 12 to 30 (12 to 29). Eight (7) were under 14. Fifty-four (68) were 20 or over.

The average age of the student body as of February 1 was 17 years 8 months (17 years 10 Months).

The average age of the Seniors as of February 1 was 18 years 10 months (19 years 6 months).

College Plans of Seniors (Forty-three colleges and schools represented on this list)

Colgate	9	Cornell	1
Massachusetts State	7	Dalhousie	1
Brown	5	Fenn	1
Dartmouth	5	Hamilton	1
Oberlin	5	Lehigh	1
Princeton	5	N.Y.Coll. of Forestry	1
Harvard	4	Penn State	1
M. I. T.	4	Penn State Teachers	1
Yale	4	Rennselaer	1
Columbia	3	Sacramento Jr. Coll.	1
Rutgers	3	Syracuse	1
Trinity	3	U. of Michigan	1
Amherst	2	U. of New York	1
Antioch	2	U. of Penn.	1
Dickinson	2	Wentworth	1
St. Lawrence	2	Williams	1
Swarthmore	2	Worcester Poly.	1
Wesleyan	2	Blackburn	1
Wooster	2	Boston U.	1
Bates	1	Clark	1
Bay Path	1	Undecided and not going this year	21

Classification

	<u>First Term</u>	<u>Second Term</u>
Seniors	103 (67)	116 (102)
Juniors	104 (78)	101 (83)
Sophomores	124 (68)	113 (88)
Freshmen	54 (83)	84 (110)
Unclassified	<u>155 (225)</u>	<u>105 (114)</u>
Total	540 (521)	519 (497)

Financial aid was granted during the year as follows:

	<u>First Term</u>	<u>Second Term</u>	<u>Total</u>
Endowed Scholarships and Special Award from Trustees	\$5,729.00	\$3,399.00	\$9,128.00
The Benjamin Moore Fund	-----	2,500.00	2,500.00
Miss Munger	500.00	500.00	1,000.00
Mrs. Vogler	550.00	550.00	1,100.00
Other Funds and Gifts:			
Charles R. Brown	200.00	-----	200.00
	<u>\$6,979.00</u>	<u>\$6,949.00</u>	<u>\$13,928.00</u>

Sunday Speakers

Mr. Wilfred W. Fry	Prof. Erdman Harris
Rev. Thomas S. Roy	Dr. Boynton Merrill
Dean William H. Powers	Dr. Robert E. Speer
Bishop Francis McConnell	Dr. Robert K. Russell
Prof. Howard Jefferson	Dr. Daniel Poling
Dr. Halford Luccock	Rev. Wilson M. Hume
Mr. Albert E. Roberts	Rev. Herbert D. Rollason
Dr. Charles R. Brown	Dr. Norman Thomas
Professor S. Ralph Harlow	President George Cutten
Dr. Joseph H. Twichell	Rev. Fay Campbell

Daily Chapel Speakers

Dr. William W. Ellsworth
 Dean Speight of Swarthmore
 Dr. Sherwood Eddy
 Professor Illingworth of Clark University
 Mr. Dwight Morrow, Jr.

Saturday Evening Entertainment

During the year, an entertainment was arranged for each Saturday evening. Of these, 22 were moving pictures, such as "The Working Man," "Voltaireo," "Tugboat Annie," and "Christopher Bean."

Among the outside entertainers were the following:

Alton Hall Blackington (Lecture)
Inez Lauritano (Violinist)
Avon Shakespeare Players (The Taming of the Shrew)
Julien Bryan (Lecture on Russia)
Magic by Mora
Sue Hastings Marionettes
W. Williams (Lecture)
Professor Erdman Harris assisted by Lincoln Barnett.

In addition to these evenings of entertainment, there were three dramatic productions made available to the School through The Players, and in addition to this, the Senior Class presented one play. There seems to be an encouraging interest in the drama as a form of educational activity.

Class Numbers and Averages

<u>Department</u>	<u>Largest Class</u>	<u>Smallest Class</u>	<u>Average</u>
English	32	10	23
Mathematics	28	7	20
Latin	27	6	19
French	29	10	21
German	22	12	17
Science	36	8	21
History	33	17	24
Bible	39	11	25
Total (Exclusive of Bible)	36	6	21
Total (Inclusive of Bible)	39	6	22

The Mount Hermon Church

The church has become a more real factor in the lives of the students. Their advice and cooperation has been frequently sought and to this end, the membership committee is now largely composed of students. They have been asked to indicate those among visiting ministers who have been most helpful and to suggest preachers whom they would like to have invited here.

The visiting speakers have been invited by students to meet with them informally for very helpful discussions. In connection with this, the new Y.M.C.A. building has proved of help.

Students from the church have helped with Boy Scout work, with Sunday schools, and with other church work in adjoining communities. In addition to this, under guidance of the church, the whole school was enlisted in a campaign to raise a fund to be used in relief work among needy families temporarily embarrassed during the prevailing hard times. More than \$150.00 was raised in cash and large quantities of clothing were given by the boys. The boys accompanied members of the faculty to homes and personally distributed this help. In addition to these activities, delegations of selected boys have visited friendless patients in the Franklin County Hospital on Sunday afternoons, and at times have held services at the county jail. The purchase of the new hymnals has helped to improve the worship services of the church. The work of Mr. Gallagher and Mr. L'Hommedieu with the choral and instrumental music merits special mention. Students have maintained a good financial interest in supporting the church work, and the following numbers have joined the church:

On November 11, 1933

By confession of faith	23	
By transfer of letter	2	
By associate membership	<u>76</u>	101

On March 11, 1934

By confession of faith	5	
By transfer	2	
By associate membership	<u>11</u>	18

The church is now identified with the work of the Student Christian Association Movement and its groups in other schools, and delegates attend the national conference. The effect on the religious life of the school in a wholesome way is marked.

Schauffler Memorial Library

The daily circulation book chart indicates a steady rise throughout the year. In the fall, winter and spring, the Library Committee urged the heads of departments, after consultation with other members of their departments, to submit a list of twelve or more books. The book selection of the heads of departments in almost every instance met with the approval of the Library Committee. The final selection was made from a list of 3,300 books recommended for use in the Secondary School library.

A special offer of Yale University Publications came from a graduate of Yale. The offer amounted to 50% discount on any Yale Publication. Mount Hermon took advantage of the offer to the extent of \$573.30 minus discount. Including these Yale publications, Schauffler Library this past year has been enriched to the extent of approximately 500 books. The library, however, remains weak in the sciences, religion biography and travel.

A feature of the past year in the library has been the various exhibits received from some of the leading art museums in the country. A display of Japanese Prints from a commercial concern in New York likewise made its contribution. Among the exhibits, perhaps the one that carried with it most sentiment was loaned to the library by Mr. H. S. Howard, son of General Oliver O. Howard. The exhibit comprised the personal effects of General Howard as officer in the Union Army. General Howard was a close friend of Dwight L. Moody.

Considerable emphasis has been placed upon the educative advantages of student self-service in the library. The card catalog and book stacks have been open to every student, and the student has been encouraged to personally make use of them.

School Health

In addition to the regular medical resource of the school, through Dwight's Home and the personal attention of the doctor, consulting doctors and nurses, the excellent resources of the Brattleboro Hospital were utilized in certain cases requiring hospitalization, for special diagnostic procedures, operations, etc. Special mention should be made of the good fortune which is the Schools' in having access to the surgical skill and personality of its doctors. The Franklin County Hospital in Greenfield has always stood ready, offering its splendid general facilities and especially those of its isolation ward for contagious disease.

The experiment of making available a consulting psychiatrist has been very worthwhile. A large number of cases of early psychoses, maladjustments and behavior problems were studied and an expert opinion made available to the administration. Invaluable results, we feel, have accrued from this type of approach to these frequently troublesome, oft unhappy and misunderstood boys.

Below is a tabulation of the records regarding admissions to the infirmary over the past four years:

	<u>1930</u>	<u>1931</u>	<u>1932</u>	<u>1933</u>
Dispensary Office Visits	3,451	3,384	3,496	3,385
Admissions as House Patients	417	458	385	442
Patient Days--spont as house admissions	2,227	2,036	1,596	1,574
Average stay (No. of days)	5.34	4.44	4.15	3.56

Included in this number there were twelve faculty admissions of 63 faculty patients days spent in the infirmary. It is gratifying to note the gradual decrease in the patient days and a constant decline in the average length of stay in the infirmary from 5.34 days in 1930 to 3.56 days in 1933-1934. There were five cases of contagious diseases all hospitalized in the infirmary with no spread in the student body at large.

During the spring of 1934, arrangements were completed with the Brattleboro Hospital for the insurance of the student body against accident and surgical operations of an emergency nature. By the payment of a yearly fee of \$5.00, each student is afforded hospitalization with full payment of physician's fee, nursing service, hospital board and any special charges incident thereto in the event of severe injury or an acute surgical condition during that year. This insurance plan will go into effect in September 1934.

Debating

The response to debating the past year was very good. More than 250 crowded into the new Y building to listen to two debates, one concerning the right of the youth of this country to refuse to go to war under any conditions, and the other concerning the advantages of socialism over capitalism. It has now been definitely decided that, in addition to the regular debating work in classes, opportunity for public debating should be open to the entire student body instead of confining it to those who belong to clubs. It is planned to have a regular debating squad, members of which will compete against other schools.

Athletics

There has been a continuance of the plan previously worked out for intramural and interclass athletics. The present athletic policies seem to have the hearty support of both the students and faculty.

For the first time in 35 years, Mount Hermon participated in interscholastics, competing with one outside school in each major sport.

Football	Williston 12 - Mount Hermon 0
Soccer	Williston 3 - Mount Hermon 0
Cross Country	Dartmouth '37 48 - Mount Hermon 15
Basketball	Williston 39 - Mount Hermon 19 (First teams)
Hockey	Williston 2 - Mount Hermon 3 (First teams)
Skiing	Winter Carnival at Eaglebrook
Wrestling	Amherst '37 18 - Mount Hermon 20 (1st teams)
Swimming	Deerfield 39 - Mount Hermon 26 (First teams)
Baseball	Williston 6 - Mount Hermon 3 (First teams)
Outdoor track	Mount Hermon placed fourth in the Amherst Interscholastic Meet.
Tennis	Deerfield 9 - Hermon 0 (First teams)

General Remarks

The year at Mount Hermon seems to have been marked by a gradual developing of the plans and policies which the Trustees and faculty have had in view during the past few years. There seems to have been in general a fine spirit of cooperation between the faculty and the students with a notable increase in the capacities and influence of the Student Council, as leaders among the students themselves. It has been a year which should make every friend of the School grateful to those whose generosity and wisdom have established the institution and developed its possibilities.

No one can come in touch with the School without realizing the tremendous value of the traditions which have centered in this place. The purposes, aims and goals of the institution have not changed from their central, initial purposes; whatever readjustments have been made, attempting to adapt methods and procedures to changed conditions in the world and in education, have been those much in line with similar procedures in the schools and colleges which rank highest in the country.

The faculty has had regular meetings interspersed with bi-weekly meetings of an executive group made up of the heads of departments together with the pastor and the school doctor.

Considerable progress has been made in adapting to this school the methods of testing which should help us in securing even more effective teaching and learning. We are grateful for opportunities in this regard to keep in touch with some of the leaders in this new field of educational development in other schools and colleges. The results of the tests so far at Mount Hermon rank very well indeed with other schools of its class.

The work on the farm and about the grounds continues to be participated in by the members of the school community. Developments in the field of education in recent years help us to realize even more clearly than we did before that in American education at the present time there is a place for the simplicity and self-assumed discipline which has been at the center of the school's work and policies. The leadership of the farm work and of the work program of the School is in very efficient hands, cooperating as its directors do at every point with the general leadership of the School.

Anyone coming in touch with the School in its organization, division of labor, educational procedures and social alertness, religious point of view and earnestness cannot but feel that the School is very much alive and has in recent years continued a noteworthy momentum. The maintenance of that momentum, together with meeting the needs which will facilitate it, is both an opportunity and a challenge.

Respectfully submitted by the

Committee of Administration

THESE RECORDS have been prepared by the Clerk and will be presented without reading at the meeting of the Corporators to be held June 9, 1934, for approval or amendment, as the Corporators may order.

CORPORATORS' MEETING
THE NORTHFIELD SCHOOLS

January 26, 1934

Jan. 26, 1934.

MINUTES OF A SPECIAL MEETING OF THE CORPORATORS OF THE NORTHFIELD SCHOOLS held at the Bank of the Manhattan Company, 40 Wall Street, New York City, Friday, January 26, 1934, at 2:30 p.m., in pursuance to the following notice duly given:

"You are hereby notified that a special meeting of the Corporators of The Northfield Schools will be held at the Bank of the Manhattan Company, 40 Wall Street, New York City, on Friday, January 26, 1934, at 2:30 p.m., to transact any business that may come before them at that time.

(Signed) Ambert G. Moody, Clerk"
By George McEwan.

- Call. The reading of the call was dispensed with.
- Chairman. Mr. Stephen Baker was in the chair.
- Prayer. Prayer was offered by Dr. Robert E. Speer.
- Present. Present: Misses Lucy S. Curtiss Thomas J. Foster
Mira B. Wilson John French
Messrs. Stephen Baker William M. Kingsley
Edwin M. Bulkley Elliott Speer
William W. Carman Robert E. Speer
Jarvis Cromwell Edwin S. S. Sunderland
- Messages from Absent Members. Messages of regret at their inability to be present were received from Miss Harriet Broad and Messrs. Wilfred W. Fry, J. Stewart Baker, Garrett S. Boetsma, John L. Grandin, P. Blair Lee, Ambert G. Moody, Richard C. Morse, Frederick E. Newton, Arthur Perry, Richard M. Smith, and Luther A. Weigle.
- Minutes. VOTED: That the minutes of the meeting held October 7, 1933, as previously submitted in writing to each Corporator be approved.

Treasurer's
Report.

The Treasurer, Mr. Bulkley, presented a report for six months ending December 31, 1933, showing an increase in income of \$18,000, and a decrease in expenses of \$16,000. The income for the period for 1933 was \$461,373 as compared with \$443,177 for the corresponding period a year ago. Expenses for the period for 1933 were \$254,703 as compared with \$270,838 for 1932. Increased enrollment accounted for additional student fees of \$16,000. Endowment income was larger by \$7,000 due to additional income received from the estate of Mrs. Kennedy. Donations for the period were \$12,790 as compared with \$14,582 for 1932. Review of donations for the past six years was given. There was a decrease of \$7,500 in General Expenses due in the main from adjustment of salaries now paid through the Retirement Fund. A further decrease of \$6,800 was shown in the Miscellaneous Group of expenses.

VOTED: That the Treasurer's report be accepted and placed on file with the Clerk and that the acts of the Treasurer as herein set forth are approved and hereby made the acts of this Board.

Wendel Corp.

Mr. French stated that the attorneys for the various institutions constituting residuary legatees under the Wills of Rebecca A. D. Wendel Swope and Ella V. von E. Wendel have decided that the most feasible way of handling the various parcels of real estate coming to the residuary legatees under said Wills would be by the formation of a corporation, controlled by the residuary legatees, either under the general laws of the State of New York, or by special charter, to take title to all of said real estate and control the same until the property can be sold, and presented to the meeting a proposed charter.

On motion, duly seconded,

IT WAS RESOLVED, that the proposed organization of a corporation under the laws of New York or by special charter, to take title to the real estate composing the residuary estates of Rebecca A. D. Wendel Swope and Ella V. von E. Wendel and handle said real estate until the various parcels can be sold and the proceeds distributed in accordance with the terms of the Wills of said decedents, substantially in the form presented to the meeting with any changes therein which may be approved by our attorney, be and it hereby is approved in principle and that the proper officers of this corporation be and they hereby are authorized and empowered to sign, affix

the seal, and deliver any deeds of conveyance or other documents necessary to convey all the right and title of The Northfield Schools in the said real estate and appurtenances, to such corporation when formed.

VOTED: A recess.

Reassembled.

VOTED: To adjourn.

(Signed) Elliott Spear
Secretary Pro Tem

THESE RECORDS have been prepared by the Clerk and will be presented without reading at the meeting of the Trustees to be held June 9, 1934, for approval or amendment, as the Trustees may order.

TRUSTEES' MEETING

THE NORTHFIELD SCHOOLS

January 26, 1934

Jan. 26, 1934. MINUTES OF THE SPECIAL MEETING OF THE TRUSTEES OF THE NORTHFIELD SCHOOLS, held at the Bank of the Manhattan Company, 40 Wall Street, New York City, Friday, January 26, 1934, immediately succeeding the Corporators' Meeting of even date, in pursuance to the following notice duly given:

"Immediately succeeding the Corporators' Meeting, a special meeting of the Trustees of The Northfield Schools will be held at the same place, to transact any business that may come before them.

(Signed) Amert G. Moody, Clerk"
By George McEwan

Call. The reading of the call was dispensed with.

Chairman. Mr. Stephen Baker was in the chair.

Present. Present: Misses Lucy S. Curtiss Thomas J. Foster
Mira B. Wilson John French
Messrs. Stephen Baker William M. Kingsley
Edwin M. Bulkley Elliott Speer
William W. Carman Robert E. Speer
Jarvis Cromwell Edwin S. S. Sunderland

Minutes. VOTED: That the minutes of the meeting held October 7, 1933, as previously submitted in writing to each Trustee be approved.

Death of Mr. Palmer. Announcement was made by the Chairman, Mr. Baker, of the death of Mr. George S. Palmer and of the great loss to the Board of Trustees. Upon motion it was

VOTED: That a suitable resolution be prepared and spread upon the minutes of the Trustees of The Northfield Schools and that the Clerk be instructed to transmit a copy to the family of the late Mr. Palmer. The resolution follows:

The Trustees would record their deep sense of bereavement on the passing from their circle of their beloved fellow member, George S. Palmer, who entered into rest January 23, 1934.

Mr. Palmer first became associated with the Northfield work as Trustee of the Seminary in June 1911, becoming a member of the Board of the Northfield Schools upon their corporate merger in 1912. He took an active and ever helpful interest in the whole range of the Northfield enterprise, being a frequent visitor to the Schools and also the Summer Conferences. For fifteen years, he served as a member of the Finance Committee of the Board.

Although it be impossible to compute the value of his services to the Northfield Schools or the extent to which he promoted their welfare, his generosity of life and its substance is commemorated in the recitation hall which bears his name upon the Northfield Seminary campus. By the sale of much of his great collection of early American furniture to the Metropolitan Museum of Art and of famous paintings from his collection, he created a fund for The Northfield Schools of over \$200,000. With rare patience and wisdom, he directed that interest be allowed to accumulate upon this fund to the end that in addition to building costs provision should be made for an endowment to cover operating and maintenance charges. A gift of \$201,000 was thus transformed into Palmer Hall at an investment of \$216,000, with a permanent fund of \$100,000 to support it. He was the very soul of generosity and in all things lovable in spirit, and he will ever live in the memories of his friends of the Board of Trustees. Therefore, be it resolved that these words of appreciation of George S. Palmer be spread upon the minutes and copies thereof be sent to the members of his family.

Report of the
Exec. Com.

A report of the Executive Committee was called for, but it was suggested that the recommendations of the Committee be considered as brought up in the Agenda.

Report of the
Finance Com.

The minutes of the meeting of the Finance Committee held November 9, 1933, were presented by Mr. Bulkley showing purchases of securities totaling \$68,000, and authorization for the sale of one thousand shares of Northern Pacific Railway Company.

The recommendation of the Finance Committee concerning the arrangement with Mrs. William R. Moody was also presented by Mr. Bulkley.

VOTED: That the acts of the Finance Committee as set forth in this report be and hereby are made the acts of this Board.

Changes in
Budget.

Mr. Speer presented the need of further changes in the 1933-34 Budget in addition to those approved at the October meeting, by making an increase of \$2,750 in expenses and an increase of \$2,000 in estimated income, bringing the total revised income and expense budget to \$607,400.

VOTED: To approve of these changes.

Resolution
Regarding Mr.
W. R. Moody.

The following resolution was presented by Mr. Speer, and was voted unanimously by a rising vote.

WHEREAS William Revell Moody was called to his reward on October 1933, we, his fellow Trustees of The Northfield Schools, hereby desire to express our deep sense of loss and sorrow at his passing. Mr. Moody was elected a Trustee of Mount Hermon School in 1894, and of Northfield Seminary in 1895. Upon the organization of The Northfield Schools corporation in 1912, Mr. Moody became its president, retaining this office until 1926, when he resigned and served as Chairman of the Board of Trustees until 1929. From then until his death he remained a member of the Board. As an alumnus of Mount Hermon School in the class of 1887, and as an associate, in later years, of his father, D. L. Moody, he was peculiarly well equipped to assume the large responsibilities that he accepted upon his father's death in 1899. Under his leadership The Northfield Schools, the Summer Conferences, and the Record of Christian Work held true to the founder's principles and aims; great expansion was achieved in student enrollment, in plant and endowment, and in annual income from voluntary contributions; and the fame and influence of Northfield were recognized around the world. We hereby testify to the high and unselfish devotion he gave to his trust, to his business sagacity, and to his inspiring character as friend and fellow Trustees.

RESOLVED that this resolution be spread upon the minutes, and a copy thereof sent to his family.

Principal's
Reports.

Miss Wilson and Mr. Speer gave informal reports relative to the large enrollment, good health, social and athletic activities of both Schools.

VOTED: To accept the same with appreciation.

Educational
Records Bureau
Tests.

Upon recommendation of the Executive Committee it was

VOIED: To approve participation by the Schools in the
spring Achievement Testing program of the Educational Records
Bureau at an estimated cost of \$2,500.

Student
Advisors.

WHEREAS the recommendation of the Mount Hermon faculty
was presented by Mr. Steor to the effect that a Board of five
or six Student Advisors be set up at Mount Hermon for the
purpose of counselling with students on individual courses
of study, preparation for vocation and college, and personal
problems, it was

VOIED: In view of the Exccutive Commitctce's recommenda-
tion to approve of such a Board and engage an additional teacher
in the year 1934-35 to take over part of the teaching schedules
given up by the faculty appointed to this Board of Student
Advisors.

New admission
and Tuition
Plan.

Mr. Cromwell read the Committee's report concerning the
new admission and tuition plan in the absence of the Chairman
of the Committee, Mr. J. Stewart Baker. After discussion it was

VOIED: That the question be referred to the Exccutive
Committee with power.

Disposition of
Mrs. Pomeroy's
gift.

VOIED: To leave to the Treasurer with power the question
of the use of part of Mrs. Pomeroy's gift of \$2,300 for the
purpose of renovating the living room at Weston Hall at an
estimated cost of \$1,300 if this was agreeable to the donor.

VOIED: To leave with the Finance Committee with power
the question of the use of the surplus of Mrs. Pomeroy's gift
in the furnishing of the "Y" building if agreeable to the donor.

Salary of
Mr. Gage.

Upon recommendation of the Executive Committee it was

VOIED: That half salary be paid to Mr. Spurgeon Gage for
the second half of the current school year.

Contribution
to Hospitals.

Upon recommendation of the Exccutive Committee it was

VOIED: To donate \$50 each to the Brattleboro and Green-
field Hospitals.

Agreement with
Johanna Nahlek.

VOIED: That the execution of an agreement with Johanna
Nahlek, etal., relative to a mortgage held by the Schools, be
authorized.

Resignation of The resignation of Mr. Ambert G. Moody as Clerk and
Mr. A. G. Moody. Assistant Treasurer of The Northfield Schools and Secretary
 of the Summer Conferences was read, but laid on the table.

Adjourned.

(Signed) Elliott Speer
 Secretary Pro Tem



Department of Parks and Public Property
City of Newark, New Jersey

RALPH A. VILLANI
Director

P. JAMES PELLECHIA, Jr.
Deputy Director

CARL BANNWART,
Supt. of Shade Tree Bureau

August 11, 1942

Dr. William E. Park, President
Northfield Schools
East Northfield, Massachusetts

Dear Dr. Park:

I have received from Frank Dunn copy of his letter to the Mount Hermon Alumni Council and the statement attached thereto having to do with the administration and organization of Mount Hermon School. I have read and reread the lengthy statement with deep interest and grave concern.

I am devoted to Mount Hermon because my years there did more for me than any other years of my life. I have been proud of the School not only because of my recollection of the great and unforgettable days of D. L. Moody but all through the years I have been conscious of the adjustment and development of the School as it met the needs of the succeeding decades. I am one of those to whom the inspiring leadership of Dr. Cutler has continued to be an amazing delight as well as a pride and joy.

Today my interest in Mount Hermon is deeper, keener, and more vital than ever before, because my son is now a Hermon boy. He is now sixteen and a half, has been at the School for two years and is about to enter his Senior year. Many of the problems spoken of in Frank Dunn's statement have been reflected in the attitudes and comments of young Carl. Then, too, my wife and I have visited the School three or four times a year in each of the past two years. It is fair to say that in the midst of our pleasure and satisfaction and appreciation of all that the School is doing today, there has been a vague and increasing concern over the lack of esprit de corps on the part of students and faculty, separately and of both together.

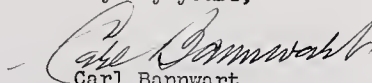
The disquieting problems which Frank Dunn discusses are of a very serious nature, and I do not feel qualified to comment extensively on them, but I cannot refrain from repeating the obvious truism that the pattern of today will prepare or fail to prepare the citizen of tomorrow for his overwhelmingly grave responsibilities. Today's leaders will inevitably inspire and create or fail to inspire and fail to create those of tomorrow.

Of course, the Trustees of the Northfield Schools are, and have been, fully aware of their momentous duties in providing a pattern of academic and social education and leadership for such education adequate to the day in which we live. It is possible, however, that, with the best of intentions and in spite of sincere effort, errors have been made by your Board and by the Administration of Mount Hermon School. In the matter of the dismissal of Librarian Fleckles, for instance, it seems to a citizen of New Jersey, familiar with our laws of teacher tenure and civil service, that expedience and efficiency, as well as simple justice, would require a review by the Board of Trustees of any such peremptory dismissal after thirteen years of service. In New Jersey, teachers have tenure after three years of satisfactory work and can be dismissed only if gross inefficiency or moral turpitude have been proven before the courts.

The purpose of this letter is, therefore, most respectfully to urge that the Board of Trustees of the Northfield Schools meet at its convenience to conduct a thorough investigation and to make comprehensive plans for an improved organization and administration of Mount Hermon School; that the services of the Headmaster and faculty members be very carefully evaluated in their relation to each other and to the work of the School; in particular, that the dismissal of Librarian Fleckles be impartially reviewed; and that the Alumni Council be urged by the Board of Trustees not to accept the resignation of Frank Dunn as Alumni Secretary.

With hope and with confidence,

Loyally yours,


Carl Bannwart,
Class Agent of '98

Copy to Frank E. Dunn,
Elliott Fleckles,
Dr. Henry F. Cutler,
All members of the Board
of Trustees of the
Northfield Schools.

MOUNT HERMON ALUMNI ASSOCIATION
MOUNT HERMON, MASSACHUSETTS

August 3, 1942

TO THE OFFICERS AND MEMBERS OF
THE MOUNT HERMON ALUMNI COUNCIL

Dear Colleague:

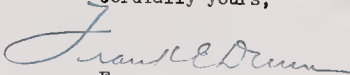
The letter to President Beveridge and the accompanying statement is self-explanatory.

Because I find conditions at the School as represented in my statement, I can no longer continue to serve you and the School as Alumni Secretary.

I herewith tender my resignation effective October 15th. Believe me ever grateful for your interest and help in our work for Mount Hermon.

I know that you will understand I arrived at this decision after a long time and thoughtful deliberation.

Cordially yours,



Frank E. Dunn

MOUNT HERMON ALUMNI ASSOCIATION
Mount Hermon, Massachusetts

Office Of
The Secretary

August 3, 1942

Mr. Frank S. Boveridgo
President, Mount Hermon Alumni Association
Westfield, Mass.

Dear Frank,

I have your letter of July 16, 1942 wherein you state "I trust you will continue to act as Alumni Secretary. There is a lot of work to be done this year, and it is very important that this work continues on in an efficient way as you have conducted it in the past, so I trust that you will plan to serve this next year and possibly things will be ironed out." Your expression of confidence in my work is very gratifying to me, and I wish that I were able to comply with your request.

As you know, unfortunately a situation exists here at School which would involve compromise with my better judgment. I have definitely decided to resign my position effective October 15th. I am attaching herewith a statement of my reasons in order that you and members of the Council may be thoroughly acquainted with the facts.

Nothing would give me greater pleasure than to continue serving under your inspiring leadership, also to work with our splendid Council and the highly cooperative class and club leaders the country over. But this will be impossible.

I am taking the liberty of forwarding copies of this letter and a statement of my reasons to members of the Council and others whom I know are vitally interested in the welfare of Mount Hermon.

My deepest appreciation for your over-growing interest in the School and for the great amount of time you have given to our Alumni work.

Cordially yours,


Frank E. Dumm

A STATEMENT OF ALUMNI SECRETARY FRANK E. DUNN TO THE OFFICERS
AND MEMBERS OF THE MOUNT HERMON ALUMNI COUNCIL

At the outset of this statement let me say that anything contained herein is written with the sole object of promoting the welfare of Mount Hermon School for which, as a student and in my capacity as Alumni Secretary, I have had a very deep affection.

I have just completed four years as Executive Secretary of our Alumni Association.

In this period a bungling administration has been in operation at our School; criticism and fault-finding has been expressed by Faculty and others behind "closed doors" for fear of retaliation, anything but democracy in education represents the "status quo"; and there is valid reason for questioning the adequacy of the School's leadership for this time.

Almost immediately upon my arrival in 1938 antipathy for the Headmaster was evidenced - and this by men occupying important executive positions in The Northfield Schools. Let me say here that nothing in this paper deals with or is concerned about the Headmaster's character. Everything written is concerned with his lack of preparation for educational work, his inability and lack of experience to deal with the educational activity and program that must be Mount Hermon's.

Perhaps the greatest issue that confronts the Board of Trustees of these Schools, and about which some pretty serious thinking had better be done, is the issue of academic freedom at Mount Hermon and tied to this is the subject of democracy in education. With the vast social, political, and economic changes that are certain to grow out of this war, we had better face the future with a view to shaping our educational pattern accordingly.

What is vitally needed now more than any other time in Mount Hermon's history is a reappraisal of the work she is doing for young men. And we need that desperately today!

This document is an "open book" for all to read who have at heart the welfare of The Northfield Schools. It is hoped that all such friends of the Schools will feel free to refute, correct, or comment on any part or all of this paper.

With this preamble let me now commend the following pages to your further attention:

THE HEADMASTER'S RELATION TO ALUMNI WORK

One can hardly imagine the President of any college or the Headmaster of any school less enthusiastic about their Alumni than this Headmaster is about our Alumni group. He will point to many notes and letters in which he states he appreciates the value and contribution of Alumni help. He has never greatly desired to go to Alumni meetings - never going to more than six or seven in any one year and sometimes as few as three - pleading that his job was to stay on the Hill.

Headmasters like Dr. Fuess of Andover and many of our busy college Presidents can find time to go to 12, 15, or 20 Alumni meet-ings in a year. Why? Are they less busy than Mount Hermon's Headmaster - or is it that they are vitally interested in the real and potential value of the Alumni group?

Not in my four years have I ever been confronted by the Headmaster with plans growing out of his own initiative for the use of Alumni to help the School in various ways or for the purpose of building up Alumni organization in the field. The initiative has always come from the Alumni Secretary to the Headmaster. True, on occasions, he would ask if some alumnus could give \$50 or \$100 for some athletic equipment.

Contrast this attitude toward the Alumni with Dr. Cutler's. No one would question Dr. Cutler's hospitality or "open house" attitude nor his desire to go to the field to see the "old boys."

If Trustees, President, and Headmaster think that Alumni activity

should be curtailed or diminished in any way, let them see what other colleges and schools are doing. The days ahead will see greater need for the moral, spiritual, and financial support of Alumni than at any time in the past. What is to be our policy in this respect for the next few years? Time alone will tell.

INHOSPITALITY TO RETURNING ALUMNI

An illustration of the Headmaster's inability to solve problems and handle personnel occurred in my second year at Hermon. The Alumni had had considerable trouble with the West Hall manager. Some of the "old guard" Alumni were actually "brow-beaten" one day by this Dining Hall Head. This kind of thing happened more than once and called forth from "Syme" Yarrow, '97, Chairman of our Living Endowment Commission, the following statement to the Headmaster: (This is an excerpt from his letter).

"There seems to be less of a cooperative spirit as between returning Alumni and the dining hall management than there has been since the school was founded. Conditions, of course, change and I am not attempting to claim that the same "open house" attitude should continue as has obtained in the past. The Alumni look to the Headmaster to arrange conditions governing the return of Alumni as individuals or as groups. Without any reference to possible changes in policy, if I had a dining hall manager who failed to fully and enthusiastically enter into the spirit of Hermon hospitality, I would fire him or her immediately."

Another alumnus who arrived one Sunday in the middle of the meal was told he was too late to get anything. That experience has rankled as the following note suggests:

"Hello Frank,

Here's the money to remind you of my slightly disappointing visit to "The Hill" back in April.

Oh, sure, I realize that the student of today, as of tomorrow, is not wholly responsible for the changed Hermon spirit

of our day; yet, each time I've been prompted to answer the Roll Call, I've been confronted with that distasteful memory.

Reminiscently yours,
"Cliff"

These are typical of reactions in the last few years.

Failure on the part of the Headmaster to lay down a policy of hospitality - of consideration - has resulted in misunderstandings. Yet, in the minds of some people the Headmaster is never to blame - but rather the Department Head.

MOUNT HERMON'S FAILURE IN THE WAR BOND EFFORT

As Chairman of the War Savings Committee for the Town of Gill, which includes the Mount Hermon community, let me say that if the Government had been given the cooperation from the people of the United States which the Chairman of the War Savings Committee of Gill received from Mount Hermon's Headmaster, the sale of war bonds would be a failure.

On March 17, 1942 I sent the Headmaster the following memorandum:

"The Mount Hermon Defense Savings Committee met yesterday and in the examination of the record up to date it was found that we are considerably below the January record of giving.

In order to give impetus to our whole effort in Defense Savings, the Committee felt that

1. Defense Savings announcements should be made in Camp Hall every Wednesday. It was the feeling of the Committee that such announcements in West Hall are not effective. We would appreciate, therefore, your consent to have these announcements made on Wednesdays in assembly.
2. Permanent defense announcements be made on blackboards with the use of colored erayon.
3. We encourage the Faculty to make announcements regarding Defense Savings either in classes or in other contacts which they make with the students.

I have just received from the Treasury Department a number of books to be used in connection with pay-roll deductions for Defense Savings Stamps and Bonds.

I am attaching herewith a copy of the form. It does seem to me that we ought to present to the Faculty and the workers the opportunity to definitely allocate part of their salaries to Defense Savings. The plan at the present moment is hit or miss. I should be glad for your reactions and suggestions and hope that we can initiate some plan that will be more effective than any we have at present and which certainly would be an advance of a program of pressure which may come out of Washington if the sale of Defense Stamps and Bonds is not up to the level which the Treasury Secretary believes is consistent with the national income."

This memorandum was ignored and no action proposed, written or verbal,
by the Headmaster.

From January 1st to June 1st the Elementary Schools of Gill with about 140 pupils purchased more war stamps and bonds than 500 Hermon students for the same period. The answer for this is to be found in enthusiasm - the public school teachers and administration gave active enthusiastic support to this effort week after week - but there was no enthusiasm at the top at Mount Hermon.

It is also significant to note that more difficulties were experienced in obtaining pledges for war bonds at Mount Hermon than in any other part of the Town of Gill. Some persons did not care to pledge at all - others made token pledges that revealed little if any interest in the fight we are making.

I heard a prominent Pennsylvania Headmaster say, "The first thing we have to do is win the war. What good are endowments and buildings if we lose?"

Apparently, the feeling in some quarters at Mount Hermon is "that the last thing we have to do is win the war."

The Headmaster at Mount Hermon undoubtedly is opposed to war. So are we all. But does he have an attitude toward the present conflict that

is reasonably in keeping with the spirit of patriotism, parents, friends, and Alumni of the School have a right to expect of the Head of the School?

SUGGESTION FOR EXTRA SERVICE IGNORED

In the spring of this year I sent a note to the Headmaster which, in part, reads:

"In the present emergency all of us have got to do more than we normally do if we are to make a contribution to the winning of the war. This means for many of us that more work must be done than ever before. Why not make a complete analysis of all the work that needs to be done which previously has been done either by those now in the Armed services or which is now being done by those who are here at the moment, but who expect shortly to leave for service to the country. Then, let us call upon the Faculty and give them an opportunity to offer extra service for the duration - of course, without any additional compensation. In doing this for the period of the war we shall indeed be "gap-men" holding the fort here until additional reserves are really available for service at the School.

Now to that end I want to offer you my services in any capacity whatsoever. While I might be able to teach some classes, I should think my best function would be administrative in nature. I am quite willing to give two or three nights a week, Saturday afternoons, and possibly part of Sunday. I am certainly willing to give from 15 to 25 hours additional every week in order that we might "keep Hermon flying" for the duration.

I shall be glad to talk with you further about this matter should you feel that there is any value at all to this suggestion.

I am sending a copy of this to President Park."

This letter was completely ignored!

THE SMOKING PROBLEM IS BUT ONE OF MANY AT THE SCHOOL.

Typical of the problems juggled about but never solved is the smoking problem. The Headmaster refuses to face the present situation. Yet, only a few months ago 340 boys signed a petition reading as follows:

"As students of Mount Hermon, not wishing to implicate ourselves in any way, yet interested in the welfare of our school, we, hereby, state that we consider the smoking rule at Mount Hermon a definite problem."

Prior to this, several of the leading boys of the Student Council, including the Council's President and the President of the Senior Class, had to resign because they, like many many others, had violated the rule. Yet, the Headmaster in writing to an Alumni Counsellor could say,

"So the question practically narrows down to a small group who could smoke and these are chiefly the boys who count for least in the school. Why take the vociferous dissidents of this minority as our guide? Even though such lads get many others to sign a petition, the right and wrong of the issue is not thereby affected even a little."

Does the Headmaster wish to say that the President of the Student Council and the President of the Senior Class count for least in the School?

The Waterbury Club Secretary commented on this problem in a letter to the Headmaster which in part reads:

"Our group feel that it is extremely important that the present and past policy of the Faculty regarding the matter of students smoking be thoroughly restudied and a new and more intelligent policy developed.

One member of our Club is from the Class of '39. He stated that while he was at Hermon he is sure it is no exaggeration to say that fully half the students smoke in violation of the rules - not openly of course, but in the woods and elsewhere where chances of being caught are small. Our Vice-President Tom Kay reported that back in '32 when he was at School and very active a large percentage did so.

I personally would like to mention that I feel, and I know am not alone in thinking so, that the practice of boys smoking in the woods lays your Faculty group open to plenty of criticism if sometime a fire results. I do not have to call your attention to the relationship between the cigarette and forest fires in the U.S., not to mention the bad character training this condition encourages.

We trust the Alumni will take an aggressive attitude toward a request of the boys on this subject and that your group will cooperate with them. D.L. Moody, I am sure, never "ducked" problems because they were hard ones, and I am sure those carrying out his work now will not either.

Respectfully yours,
Frank P. Schwartz, '21"

ADMINISTRATIVE COMMITTEE MEMBERS' REACTIONS

The Administrative Committee of The Northfield Schools comprises six persons - the President, the Headmaster, the Principal of the Seminary, the Assistant Treasurer, the Purchasing Agent, and the Superintendent of Buildings and Grounds. I have talked not once but many times with three members of this body and approximate statements on their reactions to the Headmaster and his activity at Mount Hermon are:-

"Mount Hermon won't make any real progress until it gets a new Headmaster."

"He doesn't have the capacity for the job."

"His training wasn't for educational work, so how can we expect him to do a satisfactory job."

"He shouldn't be there as Headmaster."

"He just isn't an educator."

I am not proposing to remember all the comments these three Administrative Committee members made, but I do say positively that they have lamented, indeed on occasions have registered a discontent that the present Headmaster was handling up the work at Mount Hermon. There are at least three other executives who feel the same way these three members of the Administrative Committee feel.

What a commentary on democratic Christian education when such a feeling exists towards a Headmaster. No wonder suspicion, fault-finding, and resentment quietly thrive within the framework of the Northfield set-up. There can be no freedom of thought and expression under such conditions.

WHAT THE PUBLIC RELATIONS COMMITTEE THINKS

The Public Relations Committee of The Northfield Schools is made up of the President, the Assistant Treasurer, the Hotel manager, the Publicity Director, and the Alumnae and Alumni Secretaries. This Committee on numerous occasions has criticized the activities at Mount Hermon. Along this line the minutes of June 11, 1941 has an excerpt which is illustrative:

"It was felt that the method of dismissal of students at Mount Hermon had a very bad effect on public relations and the dismissal of 30 odd students during the year indicated a failure on the part of the schools."

Further than this the Public Relations Committee has criticized the kind of discipline that has been in characteristic operation at Mount Hermon. It would be interesting to know whether a transcript of these minutes has ever been sent to the Headmaster. If so, it is not manifest that any action has been taken. Here is another group within the family of The Northfield Schools lamenting the results of the work of the Headmaster. Yet, nothing is done about it!

DO WE HAVE DISCIPLINE AT MOUNT HERMON?

Speaking of discipline - a teacher of long standing reported recently the frightful conditions in the classrooms. Other employees have verified this report. No semblance of discipline is maintained in some classes. The boys got away with "murder." Does the Headmaster know these things - does he visit classes to find out? One master reports that not once had the Headmaster gone into his class in all the years he had been at Mount Hermon. Can you imagine a General Manager in an industrial organization sitting in his office depending on reports and never finding out the facts from personal observation?

A SIX YEAR OLD PROBLEM THAT HAS NEVER BEEN SOLVED

One of the most disturbing problems present at the School is the problem of the Undergraduate Clubs - Dickorson, Good Government, Hayward, Philomathean, Picorian, and Lycoum. Those Clubs represent more than 200 years of existence in the life of the School. Some of them go back to the 1890's. In the early 1930's they had fallen upon evil days. When the present Headmaster came in 1934 there had been attempts at rehabilitation, but without much success. The Clubs were in need of a house-cleaning. Since the group was an adolescent one, it could reasonably be assumed that a mature, intelligent approach to the problem would result in a satisfactory solution.

There was, however, one hitch. The Headmaster had decided fraternities were evil. He reasoned that the Clubs at Mount Hermon were like fraternities, therefore, the Clubs were evil. They should be abolished. (It might have been better in some ways if the Headmaster had had the courage of his convictions). For six long years bitterness and strife, misunderstanding and name-calling, amongst other things, have been the practice because the Headmaster would not come out and take a stand, but rather hid behind certain Faculty members which he appointed and hired to "kill off" the Clubs.

THE COMMISSION DEVICE IS USED BY THE HEADMASTER

First a Commission was appointed to make a survey in 1936. This is important because it is typical of the way the Headmaster proceeds to solve school problems. The Commission was Chairmaned by a young man selected by the Headmaster who had Communistic tendencies. Many said he was an out and out "Red". (Incidentally, he didn't last long at Mount Hermon). A past-president of the Alumni Association attended but one meeting of this Commission (he was officially a member of the body) AND NEVER SAW THE FINAL DRAFT OF THE COMMISSION REPORT - but this report was printed with his name appended to it! He did not like it, but he did not think the issue was important enough to register a protest.

A quotation from a letter of Syme Yarrow to the Headmaster in which he commented on School problems reads,

"There was a good deal of unofficial debate regarding the Club problem in the school, with a decided feeling that the "Link Commission" was a washout, and the report not entirely above board, as one member stated that he had never seen it, and it was reported that another member did not agree with it."

With the publication of the Commission report (which, amongst other things, claimed the Clubs were undemocratic) there began in 1936 a long struggle on the part of the Administration to force upon the old Clubs the provisions concerning purposes and objectives set forth by this Commission. STEP BY STEP THE CLUBS WERE SLOWLY BUT SURELY BEING STRANGLING. And year by year the Administration was gaining ground in its objective to wipe out those old Clubs. At one meeting we had with the boys at the Social Hall an Administration spokesman in a temper stood on his feet, marched over to a boy, shook his finger in the boy's face, and said, "You're going to do this our way, or you're not going to do it at all." Is this a pattern for democracy on the Hill? Elliott Fleckles, was one of the minority group who felt that the Clubs could be made into worthwhile adjuncts of our social life. Because he participated in this thinking and said some things of which he was convinced is, undoubtedly, one of the reasons he is being dismissed from the service of Mount Hermon School.

INTEREST GROUPS SUBSIDIZED AND GIVEN ADMINISTRATION SANCTION OVER THE "OLD" CLUBS

Meantime a new kind of thing sprung up at Mount Hermon called "Interest Groups." They were set up primarily to put the Undergraduate Clubs out of business. (This will be denied.) Further, they were subsidized by the School to the extent of nearly \$1400 from 1938 through 1941 (which likewise may be denied). Some of these groups got as high as \$187.41 in a single year but during all this time the traditional undergraduate clubs, who have had a long history and one of great contribution in the life of the School, were given no help at all either financially or morally.

ANOTHER COMMITTEE MAKES A REPORT

Those things came to a head last year when the Faculty Club Committee made a report to the Headmaster - both a majority and minority report. The minority report, in the first instance, was sent to the Headmaster for his perusal only. Yet the Headmaster took this condensed report made for his personal use and sent it to all the Faculty.

My note to the Headmaster September 8, 1941 read,

"I am concerned that no mention was made of the fact that this minority report would be published as it has been. I am speaking solely for myself when I say that had I known that this was going to be sent out to the members of the Faculty some of those statements made by the minority group would have been clarified. The report was made to you solely for your purposes. It presumed a knowledge and grasp of the problem that has been with us for a number of years now."

THE VOTE WAS FOR ABOLITION OF THE CLUBS - BUT DID THE HEADMASTER
DARE TAKE THE STEP? NO! REAL THE REASON WHY!!

The document was sent out September 1, 1941 with instructions to all Faculty members vacationing wherever they were over the country and asked its return to the Hill by September 4th. They were to vote "Yes" or "No" on whether the Clubs should continue. They were to sign their name to the ballot. What kind of democracy is this? The result was inevitable. Approximately 42 to 8 in favor of the abolition of the Clubs. Those who voted in favor of their continuance and for the minority report were Head of the Dining Hall, the Librarian, Head of the Music Department, Head of the Language Department, the Head of the History Department, Superintendent of Buildings and Grounds, the Cashier of the School, and the Alumni Secretary. The Headmaster saw with this minority that now was NOT the time to abolish the Clubs although he had a clear dictum from the Faculty group. So, once more he temporized allowing the Clubs to continue, but without any publicity, without the right to wear insignia - stripping them of all privileges, practically leaving them nothing but their name. While the

Club groups have made progress this year it is certain that they will shortly be no more.

A SECRET DOCUMENT NOW GOING THE ROUNDS PROPOSES TO FINISH THE CLUBS ONCE AND FOR ALL!!

Even now a document is being secretly circulated on the Hill to sign the death warrant to the Clubs. This paper purports to answer the report of Club advisors Flecklee, Gibson, and Dunn on the advances the Clubs have made this past year. With a bare chance that the Clubs are to live, the Administration through its instruments will see that the final blow is strong enough to finish the job.

If the report of Messrs. Fleckles, Gibson, and Dunn was sent to every Faculty member, why is the counter reply secretly given only to those Faculty members most likely to sign it? Here again is evident the kind of democracy sponsored by the present administration.

And when one considers the feeling engendered because of the Headmaster's tactics in this and other instances, one is amazed that leadership of this kind could go on and on without some serious questions being raised about its harmful effect on the School.

The handling of the Club problem is typical of the procedure followed to solve other problems - and the point to be made is that the problems are never solved.

ELLIOTT FLECKLES, '21, AN ABLE LIBRARIAN, AFTER 13 YEARS SERVICE IS DISMISSED WITHOUT ANY WARNING

Now for a few facts on Librarian Elliott Fleckles and his dismissal. Elliott is married, has five children, and is a member of the class of '21. His wife has made a very notable contribution to the life of our community. Elliott has served Mount Hermon well for 13 years, the greater part of which he has been librarian. He is well-trained, has developed the Library into one of the best to be found in secondary schools, and works happily and cooperatively with the boys. Under his regime the Library has become a great influence for good in the lives of Mount Hermon's undergraduates.

Elliott was in the act of getting ready for next year's work - in fact, had spoken a few days before to the Headmaster about the coming year and was told by him to go ahead and plan the work according to his judgment - when out of a clear sky he received the following unsigned letter from Brownville Junction, Maine on the Headmaster's stationery:

June 15, 1942

Dear Elliott:-

It has been decided after careful consideration, especially at and since your meeting with the Trustees last October, to make a change in the leadership of the Library as from August 15, 1942. I am writing you, therefore, at this time in order that you may make whatever plans and steps may be necessary. You have in mind, anyway, a period of study and we have talked about that and I believe you should be helped in this. An arrangement will be made, therefore, for you to have for next year a half-year's full salary. If you are not able by mid-year (February 1, 1942) to secure another satisfactory position, the same salary arrangement will be continued for the second part of the year.

I hope that you will find work which is entirely satisfactory to you and your family. You and Mrs. Flockles have my best wishes and I shall be glad to be of any friendly help at any time.

Sincerely yours,

Mr. Elliott V. Flockles
Mount Hermon School
Mount Hermon, Mass.

N.B. February 1, 1942 is undoubtedly meant to be February 1, 1943. Strange isn't it that this mistake should be present and that the Headmaster should overlook signing such an important letter?

To say that this was a blow is to put it mildly. And subsequent correspondence stated that they must be out of their house by August 20.

ARE OUR METHODS CHRISTIAN? DO WE HAVE THE RIGHT TO CALL
THESE CHRISTIAN SCHOOLS?

Does the name Christian apply to every act of any one who calls himself a Christian? Is two months notice enough after the jobs have been filled for the coming school year - enough time for a man to find a suitable position? What does a great institution like Yale (which does not advertise that its education is Christian) do in the way of notification of dismissal?

"An Instructor whose appointment is to be terminated at the end of any year shall be notified of that fact at the earliest possible moment, and not later than December fifteenth."

It must be that we are less Christian than Yale. Didn't the Headmaster know 'til June 15 that this step was to be taken? Hadn't his mind been made up long before? Of course it had! Then why the delay? Why wait until students, Faculty, and others had left for the summer - then go to Maine and from that far-off security send the letter - not man to man - but behind the bulwarks of distance and time?

THE HEADMASTER FOLLOWS A PATTERN IN DISMISSING FACULTY
MEMBERS

Is that the way he usually dismisses a Faculty member? Yes, there are at least five that have been reported in this way. He writes the Faculty member a letter, thus obviating the necessity of person to person reaction, emotional stress and strain, and possible debate and argument. It's easier to do it by letter - and in absentia. When one gets back the individual "fired" has gone through his emotional crisis and may even have gotten philosophical about his dismissal.

A LETTER TO PRESIDENT PARK FROM THE ALUMNI SECRETARY

Let me present here a letter sent to President Park and excerpts from certain testimonials of Department heads:

"As I understand the reasons for this action of dismissing Mr. Fleckles they are these:

1. That he is not a trained librarian.
2. That the library is not performing the service it should to the School.
3. That he does not have the personality to live with and work with adolescent boys.

These points are refuted in whole or in part by the attached statements and those verbally made to you by various Department heads and members of the School's Library Committee. I think you will find in these statements by those heads and other Faculty members an enlightening bit of material concerning the School librarian and the work of our library.

I am given to understand that a personality conflict exists which comes into the consideration not from the Trustees' point of view, but from the Headmaster's. In this connection I have been informed that it has always been the librarian's wish and desire as well as action to follow the Headmaster in all phases of his program. Obviously, there have been occasions and times when the librarian has had convictions about certain matters and has spoken of these convictions in the open "market place." But I and others know that generally the heart and the mind of the librarian has followed the lead of the Headmaster insofar as he knew what the Headmaster wished and desired.

It is a fact that the Headmaster since 1935 has never had a conference with the librarian at the library - has never visited the library more than once or twice a year and then to see some exhibit in the basement or to ask if some boy were present. He has never seen the library in operation and, consequently, is not in a position to make any comments from a personal observation in regard to its effective management and supervision.

The question of tenure must be raised again. Greater and greater security is being afforded the American workman. The employee is no longer fired at the whim of a foreman or general manager as was once typical in American industry. A man may be fired, but he has a right to an appeal for a review of his case.

As an educational institution we had better see what other institutions of learning are doing in this respect. Tenure does not mean a blind - absolute guarantee of one's job against all the inroads that may be made against it. Moral

turpitude, inefficient and unsatisfactory work, consistent and outspoken criticism of ones superiors without foundation may be the basis for discharge. But, if one has been in service for sometime and a termination of contract is made by ones superior, then the discharged employee should have the right to have his case discussed by a higher tribunal - in the Fleckles action by the Trustees. In fact, tenure here would mean that no discharge of a Faculty member or employee of more than three years stending could be made by the Headmaster except on the authorization of the Trustees or by their initiative. And, even then, the discharged individual should have the right to have his case reviewed by the Board.

The chief administrative officer at Mount Hermon must see the value in differences of opinion. If there are to be no other thoughts than those of the Headmaster, the Faculty becomes nothing but automatons. On the other hand, opposing opinions must not become hypercritical end when policies are finally formulated and clearly expressed, Faculty members should abide by them. So far as I know, the Headmaster never sat down in conference with Mr. Fleckles and warned him either concerning his opinions or his work that should these continue unsatisfactory and unreasonable, he must expect to lose his job. The Christian way, would it not, would be one of counsel - of help - not of arbitrary decision.

I feel, Mr. President, that this is important for the principles which are involved. We are supposed to be a Christian institution. There is always a danger that we shall do something less than what is Christian.

My whole aim in presenting this summary and the opinions of other men is to see that justice is done Mr. Fleckles, the School, and others who are involved in this action. There should be no martyr at the expense of our Christianity, no injustice at the instance of an arbitrary decision, no important action without the full Boards deliberation and final consent.

I am sure you can see the need for a complete discussion of this matter.

Cordially yours,

Frank E. Dunn"

WHAT TWO OF ELLIOTT FLECKLES' COLLEAGUES THINK OF HIM AND HIS WORK

"Ho has been fertile in ideas, and many he has carried out successfully. In some he has been discouraged, but such experience have not offered to him an excuse to drowse along in a comfortable middle-aged slump, at least one bane of institutions. Apparently he is as enthusiastic and hopeful about new enterprises as ever. He had hunted for suggestions everywhere, from attendance at library schools and meetings, from members of the faculty, from students. Perhaps he has thus sometimes made himself and others too much aware of how much more might be done at Mount Hermon, but at least he has not been following the line of least resistance.

- Horaco H. Morse"
Head of the History Dept.

"During the period from 1924 to 1939 I taught at three representative schools; namely, Burlington (Vt.) High School, Horaco Mann School for Boys in New York, and William Penn Charter School in Philadelphia. None of these schools possesses a library which deserves to be ranked with that of Mount Hermon. None of these schools possesses a librarian who combines the ability, enterprise, experience, and training which are to be found in Elliott Fleckles, librarian at Mount Hermon School."

- Alex. D. Gibson
Head of the Language Dept.

THE REACTIONS OF TWO YOUNG ALUMNI TO ELLIOTT FLECKLES

"If Fleck fails to measure up to the librarian needs of the School, why has he been kept on the Faculty so long? I don't know much about the inner workings of the library, but I always had the impression that Fleck worked hard there and did much more than might be required of him. If a person asked him for a little help, he always got it - no matter what else was on hand. Fleck pushed such things as the library loan, - which has done much to aid Hermon students. All that I have ever learned about the functioning of a library, I learned at Hermon. Last semester, I was required to take a course in library methods, and with my background, it was a snap course.

Charlie Hall, '40

"I think that someone is making a grave mistake if Mr. Fleckles is dismissed. I hope that whoever is behind all this will awaken to the fact that he or they are making a mistake. If Mr. Fleckles is dismissed, he surely would be missed, both in the library and around the campus.

- Charlie Morris
President Student Council
1941-42

ELLIOTT FLECKLES'S LETTER OF JULY 1ST TO THE ALUMNI
SECRETARY

"Mount Hormon, Mass.
July 1, 1942

Dear Frank,

Your efforts on my behalf are more than appreciated.

As you know I have not solicited your aid. What you have done in approaching Dr. Park and Dr. Porter, as well as some members of the Faculty, has been out of your own generous initiative.

My talks with Dr. Park and Dr. Porter have been most cordial. They want to do all they can to make me and my family happy. There is, however, nothing they feel they can do about the "dismissal" itself.

Frank, you have always been in a position both to understand and counsel me in school affairs. I do not recommend that you make any appeal to the Alumni on my behalf. You will know what I mean, when I suggest, that as it stands now my job is hardly worth saving. The only thing worth saving, and that has always been true, is the future welfare of Hormon, its Faculty, students and Alumni. That, I believe, has been uppermost in both our minds, when it came to the old clubs or any other school issue.

Sincerely,
Elliott"

UNDER THE PRESENT - SET-UP THERE IS NO APPEAL FOR ELLIOTT
FLECKLES

13 YEARS OF SERVICE WON'T EVEN GET HIM A REVIEW OF
HIS CASE

What is the apparent or real reason for Mr. Fleckles dismissal. Not for his work for that is satisfactory, not for his character for that is unimpeachable, but for his outspoken convictions. (You see, there must be no academic freedom). This is the reason he is to lose his job. Yet the Headmaster told me that the reason for the Fleckles dismissal was because some members of the Faculty thought him unacceptable and unsatisfactory.

Let me tell you what I honestly believe. A grave injustice is being done Mr. Fleckles and his family, and there seems to be no recourse for them. Can they appeal? No! Do we have a policy on tenure that would provide our Faculty and workers a reasonable element of security and an opportunity to appeal such a decision as this? No! The Headmaster's authority is absolute, the dismissal can be at his whim, and no impartial agent or groups will check to see if an injustice has been done. But is this democracy our educational pattern? Even the Nazi agents and saboteurs who came here to wreck industry and destroy lives are being given a trial, a review of their case. We're not just taking them out to be shot. Why shouldn't a man, dismissed for what may be a questionable reason be given an opportunity to have his case reviewed by unbiased authorities (the full Board of Trustees) before a final decision is made? Is arbitrary, autocratic, dictatorial, and authoritarian judgment to hold sway? I thought this things were in Europe and not here.

OUR FUNDAMENTAL SET-UP IS WRONG

It may be that no one person or group of persons can be held responsible for the arbitrary dismissal of a Faculty member. The Headmaster

may not wholly be to blame. It is the system or conditions which make possible an autocratic method of dismissal. It is not the Headmaster's fault that he is granted absolute authority to hire and fire faculty at will. Until this situation is remedied or improved, the Headmaster can hardly be held to full account for any lack of the four freedoms. What chance has democracy in education in or out of Faculty meetings - in any school while Faculty members appreciate there is no appeal from the rulings of a Headmaster. Such a thing as an unbiased hearing before an impartial group of selected Faculty or Trustees is out of the question either before or after the Headmaster has spoken or irrespective of the length and kind of service provided by a given Faculty member. In other words, if under a given School system any Faculty member can be dismissed at any time on any ground simply by the authority of a Headmaster and without recourse to an impartial hearing of any kind - then what chance has that School or its Faculty and its students of making a contribution toward the building of a free world and a better civilization?

THERE ARE OTHER PROBLEMS AT MOUNT HERMON - THESE NEED EXPERT ATTENTION

Space does not permit a full discussion of the work hour, the curriculum, the present Faculty and Faculty meetings, the reactions of the Alumni to the present administration, and other matters that might all be discussed with profit in the open. At this time let me quote again from Syme Yarrow's letter to the Headmaster regarding "refinements of living at the School."

"The question of economy of operations including the problem of work hour should be handled most carefully. There is some feeling that there is a tendency to attempt to run things on the same basis as that of schools charging twice as much tuition. The Schools is for boys with very modest financial backgrounds. The tuition is only nominal, the endowment funds are inadequate for the present

scale of living, and to try to step up the refinements of living, possible in other institutions, is unrealistic."

WHAT ABOUT THE FUTURE?

One would risk a prophacy at this point. If the present educational leadership at Mount Hermon is continued for another five years - then the Trustees may count on upsets and disturbances, unjust dismissals, resentments, undercurrent murmurings against an abhorrant methodology, etc., during all this period.

Some voices will say that others in authority know more about these things - that a good job is being done there in spita of what I say - that some man just have to be dismissed - that "too many cooks spoi1 the broth" - etc. Yes, these are the old arguments. ANY EXCUSE TO KEEP THE "STATUS QUO."

My sole interest in this statement is to utter the truth as I see it - let the chips fall where they may. If they, those in authority wish to disrogard everything that is said here by me and by other men as well, the responsibility is theirs.

SUGGESTIONS FOR AFFIRMATIVE ACTION

Here is a call to action! May I make to all our Alumni the following suggestions which may achieve a frank, open discussion of the problems and difficulties prosented in this statement?

1. Write the Chairman and President of the Board of Trustees and any other Trustees you know or call them on the phone asking for an impartial hearing regarding the whole administration and organization of Mount Hermon School.
2. Call a meeting of Alumni in your community and hav. those as one body ask the Trustees to forward the group any information they may have bearing on statonents contained herein.

3. Have local Alumni groups or clubs ask the Trustees to set up policies governing such matters as tenure, contracts, administrative responsibility so that future difficulties and disturbances may be obviated by well-defined principles.
4. Communicate with the Alumni Secretary should you desire clarification of any matters contained in this statement.
5. Be sure you WRITE our officers and Trustees. This is your School and you have a right to all the facts.

These convictions are here presented with the hope that the School will be the beneficiary of any good that may flow from our thinking together about these problems. Mount Hermon has had a glorious history. In her 61 years she has served the nation and the world with a distinctively Christian service. The future must be made secure by action in the present. These are difficult days for man and institutions. The best Christian leadership, the best of academic freedom, and democracy in education - the best policies for administrative and organizational procedure - these and other values must be Mount Hermon's TODAY - RIGHT NOW!

I close with an expression of deepest gratitude to all Hermon men for the wonderful experiences that have been mine in my four years as Alumni Secretary.

Believe me, this step was not an easy one to take, but there are some steps in man's so-journ here as inevitable as the rising and the setting of the sun. This is one of them.

(SIGNED) Frank E. Dunn

Copies to
Members of the Board of Trustees
Certain Alumni

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* Alumni Representative

** Alumnae Representative

TO MEMBERS OF THE MOUNT HERMON ALUMNI COUNCIL

DEAR FELLOW HERMONITES:

When Frank Dunn's communication regarding certain conditions at the school (as he saw them) first reached me, I was not greatly alarmed. Then, as I started to re-read and consider various claims made there, I was impressed with the fact that it was a rather serious matter.

Within a few days, many letters and communications started coming to my desk regarding the affair, and I decided that it would be best for me to spend some time in making an investigation, which, at the best, had to be rather a brief one.

Frank had talked these things over with me at various times, but I had not realized how serious they appeared to him, and I did not for a moment think that he would express these thoughts in definite statements in writing and send them to the field - at least, without consulting me or some of his closest friends regarding the advisability of sending these out.

As I understand it, Frank is willing to assume the entire responsibility for having sent these statements out. I have been trying to determine the motive for his doing this, and I wish to say that I think the Elliott Fleckles case was the thing that aroused him to the point where he felt that he must say something. I believe he was sincere in doing this, and certainly had the courage of his convictions. I believe, however, that in doing so, he erred in judgment.

I became so aroused regarding the case that I went to Northfield and spent Sunday and Monday, August 9 and 10, at Northfield and Hermon. While there, I talked with a considerable number of Hermon Alumni, many who were staying there over the week-end, and many of whom are leaders among Hermon men.

I also talked with President Park, in fact, I spent several hours with him, and I had a talk of considerable length with Headmaster Porter.

Of course, as I have already stated, Frank had talked these things over with me a number of times, but I felt that I wanted to go up to Hermon and canvass the situation right on the spot. I have concluded that there is some basis for Frank's criticism.

The Trustees have the various things in mind which he has written about, and you may be sure that action will be taken on them at the proper time.

I have a letter from Frank Dunn where he confirms in writing all he had already told me. The letter reads in part as follows: "In lieu of a Council meeting to accept my resignation, I am asking that you present to the Executive Committee of the Trustees my request that this resignation be immediately accepted. There is no possible change in circumstances that would conceivably change my mind."

"I would also appreciate your making any possible arrangement with the President of the Schools or the Trustees with regard to my leaving Mount Hermon as quickly as possible.

"Part of this letter confirms my conversation with you and conversations which I have had with President Park."

I am, therefore, asking President Park to have the Executive Committee of the Board of Trustees accept Frank's resignation and to make as generous a settlement as possible. This has since been done.

And now for a few thoughts derived from my own observation, as I have endeavored to size up the situation, read between the lines, and make certain deductions.

Mount Hermon School would indeed be an unusual institution if there were not some things to criticize in its management. I suppose someone bent on finding fault could at any time in Hermon's history find things to criticize, and yet we who have been there and received its advantages feel that it is a grand institution and are eternally grateful for the benefits received.

It is only natural, too, that we should be greatly concerned about the present management, and yet I am sure that there have been boys at Hermon during the past few years and right up to the present, who, ten, twenty, thirty, forty and fifty years from now will feel about the grand old school, just as we feel today. In other words, Mount Hermon still continues to be a benefit and a blessing to all who go there. While there are some of these things to be corrected that Frank has written about, there is no cause for alarm. The President of these schools, the Headmaster, and the Trustees are working on these problems to correct them as they, in their judgment, feel is to the best interest of the school.

Outside of the Fleckles case, it is not my purpose, in this communication, to discuss the various comments made by Frank Dunn in his communication to you. However, there are many favorable things to be said of the present management at Mount Hermon School. If we stop to weigh the favorable against the unfavorable, I am sure the former would greatly out-balance the latter; and how much more constructive it would be if we considered the many favorable aspects of the present management at Mount Hermon. And, let me assure you, there are many favorable aspects to the condition at Hermon.

LET US LOOK AT JUST A FEW OF THESE.

THE FOLLOWING LETTERS FROM INTERESTED PEOPLE ARE GOOD PROOF OF HERMON'S SUCCESS. MANY SUCH LETTERS ARE RECEIVED DURING THE YEAR.

"Bob has matured greatly. In fact, I have difficulty remembering that he is only sixteen - or will be in four more days! I am very proud of him not only for his scholastic record but I feel sincerely that the school has helped shape his character along the lines that I have always hoped it would take.

"He is going to try to get a job again this summer to help toward the payment of his tuition. And I wonder if we could also ask to be considered for a scholarship again for the coming year? You have been very generous in the past and I appreciate it deeply. The scholarship, combined with his summer job, is a wonderful help financially to us."

Mrs. Edith Becker

June 2, 1942

"I am writing you this brief but sincere note to attempt to show my deepest appreciation for the kindness you have shown me when the going became difficult and dark clouds seemed to bar my way. Your interest, the generous scholarships you have rendered useful for me, and the opportunities in printing you have given me have not been forgotten, and I shall remember your kindness the rest of my life. It is this year that has shown me the true spirit behind Mount Hermon ---its interest in those who are not the most fortunate---its Christian willingness to help. I shall hold Mount Hermon in high esteem, and through you, Dr. Porter, its memory will always be kept alive. Please accept the humble thanks from one who honestly appreciates all that is done for him."

Albert A. Lecrenier

February 1, 1942

(This boy's father died during the summer of 1941 after quite an illness.)

Quotation from a letter from Mrs. Arthur Beane, widow of Arthur Beane, '06 and mother of Arthur Beane, Jr. '32 and Richards Beane, '42.

"Thank you for your letter commending Richards' report and one other received from you in the fall. It gives me great satisfaction to follow his psychological advancement at Hermon - as well as gain in ability to think. I am deeply grateful to Mr. Jackson for the definite interest he has taken in developing a mathematical sense in Richards, who has seemed lacking in that regard since his entrance into the primary grades. We are delighted with all that Hermon is doing for our boy, and how glad his father would have been!"

March 5, 1942

From - Fremont B. Hallock to David R. Porter - June 27, 1942

"We are very much pleased with the all around, general development which the first year at Mt. Hermon School has wrought in our oldest boy, Fremont. Although he did not achieve as high grades in his studies as we might hope for, we do feel that he is learning to study systematically, and that he will show considerable improvement next year and the year following. Since he has been home, we note a great improvement in his desire to work and in his ability to meet people and enter into discussions with them. The fact that he was able to play on the first teams of Junior Varsity Soccer and Hockey, that he liked the work to which he was assigned on general farm duty, that he passed all of his subjects, and that he feels himself to be a part of Mt. Hermon has given him a renewed confidence in himself which we felt he was losing in his first year at Roslyn High School. I trust that we may be able to continue to send him to Mt. Hermon and that we will be in a position to have our two other sons also attend there."

LET US LOOK AT THE RECORDS FURTHER.

1. WORK HOUR

The Work Hour has not been changed at all in a decade; each boy works ten hours per week directly under work superintendents in various departments who are practically unchanged from ten years ago. Other schools frequently visit Mount Hermon to investigate the Work Hour and praise its functioning. My own impression is that the Work Hour is being conducted with more efficiency than in the past.

2. ADMISSIONS

Fortunately, as last year and eight recent years, there have been more applications than the school could receive. Prospects are for a full school which opens again on September 9.

ATTENDANCE IS GOOD.

3. TOTAL NUMBER OF BOYS IN SCHOOL.

1941-1942	531	The gradual decrease in numbers has been
1940-1941	551	occasioned by discontinuing the use of a
1939-1940	555	house for students in Northfield, an en-
1938-1939	563	larged staff and increased families.

4. SCHOLARSHIPS

154 boys were helped last year from the scholarship funds.

GRADUATES

YEAR	1938	1939	1940	1941
Number in graduating class	167	175	197	177
Number entering college	138	125	148	131
Different colleges	68	62	60	57
Percent of class	83	71	75	74

The above figures include only those who have entered regular four-year colleges. There have been in addition several others who have continued their training in junior colleges or technical institutions.

WHAT I WISH TO SAY TO YOU IS -- MOUNT HERMON, WITH SOME ADMITTED FAULTS IN MANAGEMENT, IS STILL A GRAND PLACE FOR BOYS.

THE FLECKLES CASE

When I first heard of this case, I was at first very much disturbed. I felt that an injustice had been done, but as I followed the case further and talked with a number about it and read his report of October, 1941 to the Trustees, I am more than half of the opinion that there may have been considerable reason for dissatisfaction.

It is difficult to discuss the pro and con of this case here. It is my understanding that a number of the Trustees suggested this change. Perhaps the manner in which it was done can be questioned. But, after all, the man on the spot, the one with the responsibility, should know best how to do it, and probably did. It is easy to criticize, but quite another matter to assume responsibility oneself and to act wisely.

Frank Dunn has done a splendid job during the past four years as Alumni Secretary. Personally, I think he has done an outstanding job. We will find it difficult to replace him, and it is my earnest desire that he may return to us after the war.

The meeting of the Alumni Council will be held Saturday, October 3. I have asked Frank to return for that meeting, and he has promised to do so if at all possible. I trust every member of the Council will attend this meeting. Mark it on your calendar now.

Eight members of the Board of Trustees are Hermon men. James McConaughy and I represent the Alumni Council, having been elected last year. In spite of many difficulties and many problems during the past twelve years, the Trustees have done a pretty creditable job.

If you have further suggestions or questions to ask, please write me personally, here at Westfield, Mass.

I am sure every Hermon man will feel that he can and will continue to carry on successfully as in the past, and that we members of the Council will continue to suggest to and work with the Trustees for the betterment of this grand and good school, that it may continue to carry out the aims and ideals of its founder.

A handwritten signature in cursive script, reading "F. S. Beveridge". The signature is written in dark ink and is positioned above the typed name.

F. S. Beveridge, President
Mount Hermon Alumni Association

September 1, 1942

MEMORANDUM
TO
FACULTY MEMBERS

A few days ago Mr. Frank Dunn resigned as secretary of the Mount Hermon Alumni Association. In so doing he addressed to various members of the Association a statement setting forth the reasons for his resignation. This statement charges that there has been "a period of bungling administration" and levels accusations against the president of the schools, the trustees and others, but principally against the Headmaster, and implies the need for a change in administrative leadership.

The following remarks, addressed to the members of the faculty are in no way to be considered a full reply to Mr. Dunn's statement accompanying his letter of resignation. The members of the faculty who have compiled these remarks feel strongly that there is nothing to be gained from prolonged argument and discussion with those who believe in the validity of Mr. Dunn's statements. The information contained herein, obtained from various sources including consultations with the Headmaster, is being made available in order to aid faculty members to clarify the matter in their own minds and to give information which may be of help when they are approached for information on the part of students, alumni, or friends of the School.

Let it be understood at the outset that we feel strongly that only the individual member of the faculty can decide whether or not there has been any more "criticism and fault-finding ... expressed by faculty and others behind closed doors for fear of retaliation" than there is in any faculty group of any school. Speaking for ourselves we go on record as saying that in no instance has any one of us refrained from saying anything we felt should be said because of fear of retaliation on the part of the Headmaster. To the contrary, we feel that free and open discussions of school problems has been carried on in faculty meetings and other similar groups and one of the most important functions of the Drummond Circle is to encourage constructive and vital criticism of the School and the administration.

We feel, too, that the term "academic freedom" must be defined by the individual faculty member and then the judgment must be made as to whether or not the individual feels his academic freedom has been stifled. Again speaking personally, we feel that according to our definition of this academic freedom, here at Mount Hermon School the members of the faculty are given far more freedom than are those faculty members of most schools.

These facts presented here, then, are given merely to refresh the memory in some cases, or to present some heretofore unknown information that will aid in the clarification of the issues presented in Mr. Dunn's statement. As we recall Mr. Dunn's adverse criticism of the administration over a period of four years culminating in this attack on the various administrative officers and faculty we must remind ourselves

that there are on the Board of Trustees, alumni of the school - men highly experienced in educational work - whose primary purpose is to present to the trustees problems which may be brought to their attention by individual alumni or by the alumni organization, through its Board of Counselors or its secretary, making such a general circulation of a document of the type of Mr. Dunn's both unnecessary and deplorable from the outset.

RELATION WITH ALUMNI

From his introduction to the alumni during the strange, tragic and difficult months of the school year '35-'36, the headmaster has appreciated a wholly friendly and constructive relation existed between him and them. The chairman of the subcommittee of the Trustees, appointed to nominate Elliott Spear's successor, was Frederick E. Newton, a master at Andover, then president of the Alumni Association. Mr. Newton has at first hand and for many years known of Dr. Porter's work with the private school authorities of the country in the field of character and religious education. After the Trustees asked Dr. Porter to change from the position of teacher to administrative work, Mr. Newton kept in close touch. With Albert Roberts, then alumni secretary, and with Jerome Burtt, who in 1936 succeeded Mr. Newton, only the most cordial and sympathetic relation existed both personally and with all Alumni Counsellors and club officers.

Dr. Stark said: In Good Hands

"How do you feel about the present administration? The answer is hard to give because we feel so deeply. During the last year we have seen David Porter in many places and many situations. We have seen him, for instance, in public assemblies and have felt his mastery of men through sheer sane thinking and simple sincerity of expression.

"We have seen David Porter in activity in smaller groups, such as faculty meetings and committees of various sorts. Ever we observe the same sterling qualities which have elsewhere won our admiration and created a feeling delightfully cordial and sympathetic. He gives us the sense of repose and makes us aware at once of his friendliness.

"We have seen David Porter in action in private interview, and the story again is the same. A profound knowledge of the past of Mt. Hermon. Loving loyalties and intense devotions. Conservative temper. A friendly disposition. Steady, quiet, firm.

"We look forward, therefore, to a long period of symmetrical growth, conservative but not reactionary; coordination and cooperation will mark its every phase. How often we hear the word 'balance' from Mr. Porter's lips. Serenity and poise, good fellowship and sharing."

THREE NEW FACTORS

*Alumni Quarterly
October, 1935*

During Albert Roberts' administration, however, three developments took place which placed the new headmaster in a situation more difficult

for effective alumni relation than his predecessors.

First: A new plan was adopted in 1936 on the decision of the alumni to ask returning alumni to pay for their meals in West Hall. As we look back on it this was not good timing even though the move itself were justified. Mr. E. A. Yarrow, the remarkable chairman of the Living Endowment Commission and a longtime friend and associate of Dr. Porter, was quick to see this and in a letter to the Headmaster (June 14, 1939) said: "Personally I think that definite changes should be made. The situation is different from what it used to be in the early days when the financial strain was not quite so heavy.... I think there is some sort of an understanding regarding this at Mount Hermon but I wonder how strictly it is adhered to. This is a question which the alumni should act on and give publicity to in a cordial manner so that in no way would it appear that the administration is demanding such action."

It seems that this matter of charging for meals was in certain instances becoming a cause of some alumni not feeling the former hospitality of West Hall. In fact, in the reply to Mr. Yarrow's letter (June 20, 1939) Dr. Porter wrote, "You will remember that about the time I came here the Alumni Council sent out rather wide-spread work to alumni asking them to come to the Alumni Office and to pay for their meals here. I hesitated very much to have this done, lest some think it was a project of the new Headmaster. I was then, and am now, still anxious to continue the generous hospitality which Dr. Cutler and Mr. Spcer favored. I think there has been but very little objection to the plan of charging for meals; perhaps the sentiment which you reported to me in a recent letter, namely, that some thought that West Hall was not cordial, may be attributable to that fact.... I have not thought the matter all through or had opportunity to talk fully with Frank Dunn, Jack Holden, George McEwan and others about the matter, but I am inclined to think it might be well, if it is to be definitely launched, to have the fall meeting of the Alumni Counsellors definitely vote it."

While considerable flexibility has marked its enforcement at the School, this arrangement, decided on solely by the Alumni Counsellors, is one of the factors which has made it possible for the alumni secretary to foster the mistaken impression that the present administration of the school was not as cordial as formerly.

Second: The decision arrived at in 1935 in consultation with Mr. Roberts and Mr. Wilfred W. Fry was that the alumni secretary, even though only part-time, should do most of the club visitation and that Dr. Porter should give chief attention to helping to hold the School steady. It was then decided that, as requested, he might well visit four club dinners each year. Repeatedly those alumni who have the present-day school most at heart have spoken appreciatively of the wisdom of ~~some~~ such arrangement, especially during a period of unprecedented need and danger in the School's life.

Within the limits of his primary school responsibilities Dr. Porter has been glad to accept a number of club invitations, about forty in the eight years including: Rochester, Buffalo, Detroit, Chicago, Columbus, Cleveland, New York City, Colgate, Poughkeepsie, Long Island, New Jersey,

and Springfield, and twice each at the following: Philadelphia, Boston, Providence, New Haven, Hartford, Syracuse, Cincinnati, Washington, and Franklin County. The Westchester County visit was cancelled because of illness. In addition, with Mrs. Porter he has made special visits to meet the alumni in Middlebury College, Brown, Bowdoin, Harvard, and Yale. As a speaker each recent year at a Yale Chapel service there opportunity has each time been made for a tea or dinner with the alumni, also including some local non-college alumni. He has always been cordially received by the officers and members of clubs and been received with unfailing courtesy and innumerable assurances of loyalty, understanding and support on the part of the alumni. He cannot recall a single exception to this.

Third: A few years ago when an alumnus returned to the Hill, he found many of the old teachers and workers with whom he had had very close personal relations. Under such circumstances, he naturally felt very much at home. The situation has changed somewhat in recent years so that more unfamiliar faces are seen among the faculty. One reason for this is that a decade ago the retirement fund made it possible for not a few of these older men to withdraw at 65. Thus, through no one's plan or intention, it may have been possible for some alumni not to be conscious of the welcome which the present faculty truly feel like expressing. Here was an opportunity for Hermon's first full-time Alumni secretary to render valuable and effective service as the natural intermediary through whom the all-important friendly and cordial School-Alumni relationship could have been fostered.

ALUMNI ACTIVITY IN THE SCHOOL

Old Procedures Continued

During the past eight years all the former traditions and procedures of friendly hospitality to and cooperation with the Alumni have been continued.

1. Thanksgiving Day: In spite of considerable pressure in the "automobile age" to give the School a lengthy holiday weekend, Thanksgiving Day continues to be a festive occasion and one on which many Alumni are welcome visitors. Last year, in response to invitations issued through the headmaster's office, there was a fine attendance from colleges near and far, the cross country race being won by an alumnus attending Wake Forest College, N. C. The representative attendance and the good fellowship which prevailed were fully worthy of the highest traditions of this unique occasion.

2. Debating: As in the past, alumni interest and help in the School debating program have been fostered by the Faculty-Alumni Committee of which Harry Erickson '20 is chairman.

3. Alumni Speakers: Several Alumni are included each year in those nominated by students and faculty both as visiting preachers and as speakers in the weekly School assemblies.

4. Board of Alumni Counselors: The annual Fall and Spring meetings of the Board have continued to be important occasions on the School calendar.

Recent New Opportunities for Alumni Activity on the Hill

It may be well to remind each other of the several new means of Alumni fellowship and helpfulness to the School which have been launched under the administration of the present Headmaster. While the initiative for some of these has come through the Alumni Association or its secretary, the fact that they have been held and made a part of the ongoing school is evidence in itself of interest and cooperation on the part of the Headmaster in fostering alumni activity.

1. Spring Meeting of the Board of Alumni Counselors: This meeting has been given magnified importance in many ways:

a. The visiting counselors have been individually introduced to the School at an Assembly in Camp Hall.

b. An appropriate message is given by some Alumnus (usually jointly selected by the alumni secretary and the Headmaster.)

c. A special dinner, or banquet, in the name of the Alumni Association is given the seniors, at which appropriate exercises are carried out, and a representative senior responds on behalf of the "new Alumni members." The meaning of membership in the Association is explained and individual membership tickets are issued each senior as part of a Service of Induction.

Both the Fall and Spring meetings of the Board of Alumni Counselors have, more often than formerly, met here on the same date as the regular meetings of the Trustees of the Northfield Schools. Following luncheons on these occasions, the Alumni Counselors and their families, together with Alumni members of the faculty, have been invited to a coffee at Ford Cottage as the personal guests of Dr. and Mrs. Porter.

2. Club Officers, Class Officers, and Class Agents Meetings: These gatherings are of only recent origin and again are occasions on which the hospitality of the School is extended to Alumni leaders with opportunity to observe the School in full swing and to discuss with faculty and students such questions as they may have in mind.

3. Franklin County Hermon Club: While the annual meeting of this Club has formerly been held in various places, this group has, in every recent year, been invited to have dinner and to hold their meeting in the South Lobby of West Hall, an arrangement which certainly adds much to the occasion.

4. Alumni Athletic Activities: In addition to the traditional Senior-Alumni basketball game, a morning cross country race between the Hermon varsity and the Alumni has recently come to assume a prominent

place among the activities of Thanksgiving Day. Another recent innovation is the Hermon varsity-Alumni hockey game as a climax to the winter sports season.

5. Find Yourself Week-ends: In this series of new educational developments at the School, several Alumni have taken active and prominent parts each year. In 1939, the entire team of these vocational counselors, no less than ten, were former students of Mount Hermon.

6. Parents' Day and Sacred Concert Weekend: With the institution of Parents' Day, this weekend has come to be more and more of a School Home-Coming occasion, comparable only to the Thanksgiving Day festivities. At the annual Parents' Day Dinner, Alumni (Barnard, Hungerford, Buker) have been asked to speak to the great crowd of students and guests in Wesley Hall.

7. Alumni Faculty Members: As is shown in the following statistics, there has been a definite trend during the last twenty years, and especially during Dr. Porter's administration, for Alumni of the School to take, as faculty members, an increasingly active part in the School life.

Year	Total Faculty Group	Alumni on Faculty	Ratio of Alumni to Total Faculty Group
1920	40	4	1 to 10
1925	38	7	2 to 10
1930	39	13	3 to 9
1935	41	12	3 to 10
1940	51	19	4 to 10

It is significant to note that from 1920 to 1935 the total faculty group remained relatively stable in number, whereas during the next five years the number was increased by 25 percent. This has been necessary because of the increased number of curricular and extra-curricular projects which have been instituted in order to enrich the life of the School and in which members of the faculty have been asked to take a very active part. Of this faculty increase, the larger percentage by far was composed of Hermon Alumni.

8. Alumni Participation in School Administrative Work: The new division of the administrative duties of the School was worked out and approved by the Trustees soon after Dr. Porter was appointed headmaster. The main divisions have been: Director of Scholarship- Mr. Nelson Jackson; Bureau of College Counsel - Mr. Platt '24; Director of Admissions - Mr. Pyper '23; and Director of Permissions - Mr. Nixon '35. With the Admissions Office the relation of the Alumni has been very cordial, understanding and effective for the School's good. With the considerably increased

number of applicants, the Committee on Admissions has been greatly helped in the careful consideration of the merits of applicants by the former students who know the boys and their families.

9. Faculty Visitations to Alumni Club Dinners: Another feature of this augmented Alumni-School Fellowship has been the visits of various faculty members to the Annual Club Dinners. Every one of the past seven years this has been done, and we have been told that it has been a real contribution to the success of these occasions. In spite of difficulties of travel this past season, and in addition to visits by the Alumni Secretary, President Park, and Headmaster Porter, local dinners have been attended by Messrs. Morse, Laurence, Smith, Pyper, Gibson, Forslund, and Meehan. In this the Headmaster has been glad to cooperate with the Alumni Secretary in seeing that the appointments of the absent faculty members here at the School were covered.

Summary

We should not have an undue sense of satisfaction about these developments, any more than with other phases of the developing School on which masters are all working so hard. In the light of the above, however, we can not believe that the rank and file of the thoughtful Alumni would be willing, without due consideration, to accept Mr. Dunn's sweeping generalizations that the Headmaster or any other member of the present faculty is inhospitable to or uninterested in the maintenance and extension of the most rewarding Faculty-Alumni relationship.

ALUMNI AT WEST HALL

Over a thousand meals to alumni in West Hall were served one recent year when Mr. Petschke kept a record. This is a typical year. Probably twice that number of parents and other guests now visit the School dining-room annually. The overwhelming report is of cordial and friendly treatment.

As far as we can discover only one alumnus has complained during an eight-year period. As soon as it was brought to Dr. Porter's attention this case was checked on at once and a report given to Mr. Dunn. As recalled by Mr. Petschke, the head of the dining hall who is himself an alumnus, the following are the facts: A man and a girl came in the north entrance just as the waiters were bringing in dessert. The man said, "Pretty late, isn't it?" The reply was, "Yes." The man did not introduce himself, so there was no reason to suppose him to be an alumnus for there are literally hundreds of friends as well as parents and relatives calling each year. It must be remembered that the boys are anxious to finish their work as soon as possible for they have other appointments, and it is hardly fair to ask a boy to spend an extra half-hour waiting on someone who has come very late for the meal. If one such alumnus felt he was not fairly and cordially dealt with, it is greatly to be regretted. No one believes such an isolated incident can in any courtesy or fairness be reported as illustrating a settled

policy of the School or of West Hall direction. At that time Mr. Dunn was asked to report at once any other similar case; never has another been reported. Yet his recent "open letter" declares broadcast that this is "typical." Similarly, he magnifies as "some of the old-guard Alumni were actually browbeaten" by the "West Hall head," a discussion which he, personally, had with Mrs. Cooper, then dietitian, when, in line with instructions from the Trustees to save money, one meat course a one dinner was not in line with his preference. The menu was changed but a friendly local discussion would have brought it about just as well as a belligerent misrepresentation of the facts to those outside the School.

Functions of The Alumni Association

There is no question in the minds of thousands of alumni about their place in the ongoing life of the School. Yet from the very beginning of his term of service the present alumni secretary has persistently tended to confuse this question. Carried to its logical conclusions his policy would supercede the Trustees (and as a corollary, the faculty, too) in any matter that he happened to be interested in at the School.

Illustrations of this are available; take the latest in his recent statement. The faculty have no right, he practically declares, to settle a question of campus social organization; interest groups are a bad educational device and the Administrative Committee of the Northfield Schools' waste money in voting to give them small subsidies; the Trustees, even after a year's notice, he ^{and *Yield Hearings, cannot be removed as a first member of the staff*} be replaced, etc. He would set up a new super-government for the School.

Two striking commentaries on his new and revolutionary attitude are:

A His constant use of the term "the Alumni Council" instead of the appropriate "Board of Alumni Counsellors" and

B His unwillingness to submit this particular complaint to the Alumni members of the Trustees.

Attempts to Clear up This Question

Sensing dangers in this new and strange policy of Mr. Dunn, efforts have been made, without his cooperation, to clarify the situation:

A About the time he became first incensed that the head of West Hall should look to the head-master and the Trustees instead of to him for dining room policy, Dr. Porter wrote a memorandum (May 8, 1939) jointly to the alumni secretary and the president of the Alumni Association, part of which we quote: "I am glad to believe that there is no uncertainty in anyone's mind regarding the cordial welcome always awaiting individual alumni . . . My first year the housemasters found considerable trouble in maintaining the school smoking rule at the time of, and after, groups of alumni had been here . . . In regard to general

administrative matters, is not the following the simplest and most satisfactory policy to continue to follow? Any administrative matters having to do with the Alumni Association, School representatives should expect normally to handle through the President or the Secretary of the Alumni Association. By the same principle, similar matters having to do with the School, as a whole or through its departments, should be handled through the Headmaster or the Chairman of the Executive Committee (of the Trustees). Matters about which opinion might differ can usually be settled by a process of group consultation, a process which we are very familiar with here. If there is any question or modification of this general plan, I am entirely ready to talk the matter over. It is good to believe that we are entirely agreed on the one guiding principle, namely, what is for the highest welfare of the boys for whom we are now responsible....I want to be sure that we work out together a plan which simultaneously is the best for the returning alumni and the on-going work at the School." The president came to Harmon and in a fine manner talked these things over, but at Holbrook no change of attitude was apparent on the secretary's part.

B. Some of the Alumni Counsellors felt the need of a clearer policy, so the spring meeting 1939 scheduled a discussion on the purpose and function of the Alumni association. Careful speeches were made by two prominent alumni members and at Mr. Dunn's request Dr. Porter prepared for the discussion a careful statement of twelve concise points which he termed "Preliminary and Tentative Suggestions regarding the Functions of the Alumni Association and the Board of Alumni Counsellors."

Following the discussion the Board voted to ask Mr. Dunn to edit the three opening presentations and subsequent comments into a unified statement of policy to be brought back, for adoption, to the next (October) meeting. This, however, as far as we know, was never acted on, and it did not appear on the agenda of the fall meeting. Yet the change has been maliciously reiterated that the Headmaster is the one at fault, having no interest in the Alumni association and not cooperating in its work. If his policy is so wrong why was his statement not criticized to and after discussion in 1939? Why was that definite vote of the Board of Alumni Counsellors not acted upon? Was it not because the trend of that discussion, especially the chief speech by a prominent alumnus, was so true to the past and so antithetical to the new policy which the secretary was already following? The trend of that discussion as the records show was to continue the traditional loyalty of the alumni to the Trustees and to expect the secretary to be trusted to interpret in as favorable a light as possible the work of the faculty.

Whatever the decision of the Trustees in regard to these particular charges, we are sure that the great majority of the loyal and clear-thinking alumni join with us on the faculty in hoping that this important question of function should be so stated as to avoid any future confusion or misunderstanding.

DEFENSE BONDS AND STAMPS

The war effort of the School, with particular reference to the

administration and the faculty, is severely criticized by the alumni secretary for two major deficiencies:

1. Lack of enthusiasm
2. Lack of desire to support and win the war

To support the validity of the criticisms, he makes two further points: (a) the failure of the war bond and stamp sales and pledges, both among the faculty and among the students, to achieve a success comparable to that of the local Town of Gill, and, by implication, (b) the failure of the administration and the faculty to support the war effort actively.

It will be well to study each of the two major deficiencies as applied to his second two points separately considered.

The Sales and Pledges of War Bonds and Stamps

As all will recall, the sale of bonds and stamps was strongly and and regularly supported by very effective speeches and announcements by members of the faculty and selected students. There is, however, a point which makes any comparison between the student purchases here and those in Gill completely invalid. It was common practice in the Gill schools for parents of the children and other adults to buy stamps through the schools thereby enabling the children to receive credit for the purchases. At the Riverside school, one student was regularly purchasing over twenty-five dollars worth of stamps a week for adults in the community. These practices were not common to Hermon students. With parents living at and making purchases in their home communities, it is not difficult to see how little the average Hermon student could purchase and still pay the regular small charges here at School from a limited allowance or from small sums earned here.

Is it fair to judge, as Mr. Dunn seemingly has, the patriotism of an individual on a dollars and cents basis without first knowing something of the individual's financial situation and burdens? For most of the faculty expenses so nearly approximate income that extensive purchases of war bonds and stamps is almost impossible, particularly in these times. Although figures are not available for purposes of comparison, the per capita pledges of the Hermon faculty compare favorably with those of the Town of Gill as these could be observed by those members of the faculty who participated in the meetings at the Gill Town Hall while the pledge drive was in progress. Furthermore, any comparison of the total pledges of the Town and Mount Hermon mean very little unless one is careful to take into account the fact that one person alone in Gill pledged four thousand dollars. The claim that pledges were obtained with difficulty is far from the truth. Those who scoured the pledges, in almost every instance, met with splendid cooperation. Particularly fine was the response of those younger masters who freely pledged from their limited incomes until such time as it became necessary for them to enter the armed service.

Although the foregoing is offered to explain any failure to satisfy the alumni secretary, in spite of the problems herein discussed, the Hermon faculty pledged over five thousand dollars and the sale of stamps and bonds as reported by Mr. Streeter at the close of the school year had reached approximately \$5700.00. The reader may judge how satisfactory was this response.

SUPPORT OF THE WAR EFFORT
By
ADMINISTRATION AND FACULTY

A mere enumeration of the activities engaged in by the students and faculty alike since the war began will serve to answer the charges of lack of enthusiasm and failure to support the war effort. Fifteen masters have joined the armed forces; one has given his life. Various defense activities have been carried forward by those still at the School at the same time that academic duties became increasingly demanding for the decreased number whose duty is to remain here.

Faculty Activities

Salvage Drives
First Aid
Home Nursing
Home Guard
Bond Pledge Drive
Rationing Board
Airplane Watchers
Blackout and Air Raid Wardens
Red Cross Drive
Victory Garden
U.S.O. Drive
Summer Work in War Production
Nurses' Aide

Student Activities

First Aid
Fire Warden Drill
Navigation Study
Air Raid and Fire Drills
Bond and Stamp Drive
Community Recreation Teachers
Prisoners of War Fund Drive
Red Cross Drive
Morse Code and Radio Instruction
U.S.O. Drive
Discussion Groups on War aims and future peace

Summary and Conclusions

The substance of the alumni secretary's report has been reduced to two main criticisms and these have been discussed. The conclusions which must be drawn from a careful study of these criticisms is that Mr. Dunn was not in possession of facts to enable him to make a valid criticism so that his deductions which are here called two major deficiencies have no force or accuracy. In these times when a war-aroused public is on the lookout for any individual or group of individuals whose patriotism seems to be in doubt, it is lamentable that the alumni secretary should in a document so widely circulated cast any aspersions on the patriotic fervor of the school by which he was employed and whose alumni he represented, when he was not in possession of the facts if the case or s. distorted them as to present them completely in a wrong light. Rather than do his school good, he has created a situation which, should his statements get into the newspapers or become publicized in some form, may do his school irreparable harm. In fact his entire document could well deal a blow from

which the school could never recover.

THE SMOKING PROBLEM

By his treatment of the smoking problem the alumni secretary suggests that it is a very simple one, easily solved. He fails to mention that the problem was with the School under Dr. Butler and was not solved; nor was it under Elliott Spear, nor has any school seemed to have found a real solution. The petition, which Mr. Dunn mentions, signed by 340 boys, first was never presented to the headmaster, and, second, merely states that "we consider the smoking rule at Mount Hemon a definite problem." Surely the headmaster and all faculty members would agree with the signers of the petition. There is, however, absolutely nothing new or constructive about the statement.

Every student is well aware before he enters Mount Hemon School that there is a no-smoking rule. The catalogue definitely states it, and the Director of Admissions discusses the question with the boy or his parents. The school, contrary to the alumni secretary's report, does take steps to present the problem to the students and make them acquainted with the rule, by this means before the boy enters the School, and by assembly talks, forums, and private interviews while the boy is in school.

In Mr. Dunn's report he quoted the following sentence from a letter of the headmaster addressed to an alumnus of the school:

"So the question narrows down to a small group who could smoke and these are chiefly the boys who count for least in the School."

In this quotation Mr. Dunn has committed a flagrant distortion of fact and his issue over the phrases "small group" and "least in the School" is both unfounded and unfair. Other parts of the letter from which the above was quoted indicate very clearly an entirely different meaning for these phrases, for the headmaster uses them in connection with that portion of the student body which would remain after the elimination of two groups, namely - those whose parents would forbid smoking, and those (constituting a majority of the student body) who would be in training for athletics and should, therefore, not indulge in the habit.

Student Dismissals

The meaning and scope of the term "dismissal," used in connection with the thirty boys who left school during the year 1940-41, is not too clear. To avoid the reaction that all of these were expelled, it would be well to consider the various factors which, according to office records, have figured in the above departures. It is difficult in some cases to determine the importance of disciplinary difficulty as a basis for withdrawal. Naturally in such a large group of students there will always be a few who have serious problems of adjustment. The resulting

dissatisfactions will normally reflect themselves in non-cooperative spirit which may or may not become serious. Some such boys voluntarily leave the school before the restlessness results in major disciplinary difficulties. In the following statistics, all such cases are included along with expulsions and suspensions:

SCHOOL YEAR 1940-41:

No. of students suspended for indefinite periods, expelled, or voluntary withdrawals following some disciplinary difficulties	14
No. of students who withdrew because of scholastic reasons	6
" " " " " because of home conditions	2
" " " " " for financial reasons	2
" " " " " on account of health	2
" " " " " because of inability to adjust themselves	4
" " " " " to enter college or high school	<u>2</u>
	32

TOTAL NUMBER OF STUDENTS ENROLLED 1940-41--551

In a similar manner during the years 1935 to 1942 the number of those who fall in the first category has ranged from 6 to 18 with the average being 11. The term expulsion has seldom been used. During the year 1941-42, for example, of the 21 withdrawals none was actually expelled and only nine were suspended or withdrew voluntarily rather than attempt to adjust themselves further to the life of the School. Of the suspended group, three, being Seniors, were permitted to return for final examinations, one winning his diploma and graduating with his class, the others to be granted their diplomas after successful completion of further work either in summer school or college. Two others of the suspended group have voluntarily requested re-admission and are to return in the fall of 1942.

The above material is not presented in any attempt to minimize the situation. It is certainly recognized that even one suspension would constitute, at least in part, a failure on the part of the School. It is only fair to say, however, that each such case is thoroughly discussed on an individual basis, keeping in mind the welfare not only of the entire school community but of the individual concerned. Each such instance is handled in such a way that the experience may result in development of even more importance than would be assured by continued attendance at the School. In this connection the following quotation from a recent letter of such a boy is typical:

I was very much pleased to receive your recent letter and the news that my diploma would be sent to me. I cannot say how much this means to me. It may seem strange for me to say that I do not regret this whole affair; however, by it I have profited a great deal, as I learned one of the fundamentals of life by this bitter experience. I do regret that I could not learn the game and play according to rules in some easier way; however, I did learn my lesson early in the game of life. I only wish that I could tell the boys on the Hill that it is much easier and more profitable to acquire Herdon's benefits in the manner they are expected to rather than the hard way as I did.

CLUBS

This matter is so familiar to all members of the faculty that little more need be said. The recommendations of a year ago were not snap judgments but were the result of unselfish and cooperative effort, on the part of a sizeable group of the faculty, extending over a period of years. The length of time, during which these attempts at reform were being carried on, bears testimony, in itself, to the tolerant and sympathetic attitude which the headmaster has continuously shown to these organizations. Insidious insinuations regarding the efforts of the Club Commission seven years ago, a Commission which by the way had no power whatsoever except to make recommendations, seem insignificant in the light of all the time and effort expended by other student-faculty groups in more recent years. In a democratic fashion both majority and minority reports were submitted to the Headmaster last fall and he in turn presented them to every member of the faculty for consideration and vote. Whether or not any one individual felt compelled to sign for fear of retaliation is a matter now for himself to decide. A large number (twenty-six of the forty-two who favored the majority report) were not only glad to affix their signatures to the ballot but also sent in detailed statements amplifying their stand. The size of the vote (forty-two to eight) and the comments made, including some from faculty members of long years of service on the Hill, would certainly indicate that intimidation played a very minor role, if any. Even some of those supporting the minority report acknowledged their unfamiliarity with the true situation and their willingness to accept the decision of the faculty as a whole. Unfortunately the alumni secretary seemed unwilling to accept the majority decision.

In a memo to the headmaster on September 9, 1941, he states, "I should be much disturbed if this vote is to deal with any firmity on the Club problem . . . This has been a very serious problem for six years and it cannot be solved by abolishing the Clubs . . . I believe this problem is serious enough to present these reports in their entirety . . . to President Park and leading Alumni. No steps should be contemplated which would abolish the Clubs without first conferring with the President and some of the Trustees and a few prominent Alumni."

The above "all out of step but Johnny" attitude was characteristic

of the Alumni Secretary. He refused to recognize the problem as purely local in nature, one to be settled by those most familiar with the local situation, namely, the headmaster and faculty which at the time the vote was taken a year ago, included sixteen alumni and several others whose acquaintance with the clubs extended back for two or more decades. Contrast this attitude with the recent action at Exeter where similar groups were abolished simply by faculty action, on a vote also not unanimous, and for many of the same reasons expressed in the majority report here last fall. Contrary to the Alumni Secretary's accusation that the Headmaster has employed autocratic methods, many of the faculty regret that the latter did not take a firm stand and abolish the Clubs long ago, at least after having a clear mandate for such action last year.

MR. FLECKLES' LEAVING

The decision to terminate Mr. Fleckles' services as a member of the faculty was made after a hearing before the Trustees regarding his work and attitude toward the school administration. Instead of being a "sudden blow" without face to face consultation (as the alumni secretary charges), there had been repeated discussion of these matters over a period of two years between Mr. Fleckles and the Headmaster. After the hearing before the Trustees he was specifically warned (October '41) that a change in his position was in view.

Changes in staff leadership in any institution may become advisable for reasons other than those connected with a man's own department. We do not understand that there is any failure to appreciate Mr. Fleckles' generally useful functioning as a librarian. Rather, this action "was based upon his inability or unwillingness to accept a place, happily and effectively, within the administrative policies of the School or within the cordial cooperative fellowship of the faculty group. After patient delay, it finally became wholly clear that a change must be made in order that a unified, sympathetic, powerful faculty group might be completed, adequate for Hermon's great educational task and opportunity."

The secretary charges that in comparison to Yale, Hermon is non-Christian in that Yale notifies its faculty of non-renewal of contract by December 15th whereas Elliott Fleckles was given but two-months' notice. In his quotation of the Headmaster's letter to Mr. Fleckles, however, it is perfectly clear that Mr. Fleckles has at least eight months and as much as a year's notice, as his salary is to continue a half year after February 1, 1943 if by that time he has not secured a satisfactory position. Such an arrangement, especially in these times when positions for qualified persons are so readily available both in the educational as well as other fields, seems entirely fair even for one with family responsibilities.

GENERAL PROGRESS AT HERMON

If any have doubts regarding the Headmaster's awareness of the

needs of the School or his intinacy with modern educational trends, or is any fear the fulfillment of Mr. Dunn's concluding prophesy, a careful consideration of the many advances during the past eight years should go far toward alleviating these misgivings. Real progress being a gradual process, one is apt to forget the various step by step stages which have occurred. The following list, though incomplete and lacking in detail, is non the less impressive and should serve in aiding the faculty to decide for themselves whether or not the leadership of the School is in capable hands.

Academic Developments:

1. Division of administrative labor: In comparison to past procedures, the division of administrative duties through the offices of the Director of Scholarship, Bureau of College Counsel, Admissions, and Permissions has done much to enhance the effectiveness of the School in dealing with the students as individuals. Of some more recent origin has been the establishment of an office entitled Director of Guidance.

2. Testing Programs: Under the supervision of the Director of Scholarship, aptitude and achievement tests have been given in the Spring and Fall and studies made of the results to help in making our educational work more effective.

3. Vocational Guidance Bureau: This department has been of very important and effective aid to individual students in thinking about and planning for future steps. Through the newly created office of Director of Guidance it is expected that this service will become an even more valuable source of help to the numbers of the student body.

4. The new advisory system: In contrast to the rather ineffective system of other years in which the entire student body was divided equally among the faculty, the present system provides for much closer and effective work educationally through the four class advisors, who continue with their groups from Freshman year on, and in other non-academic ways through the closer student-housemaster relationships. Teaching loads and other responsibilities are adjusted so as to enable these men to render the most valuable service possible.

5. Increased Faculty Membership: As is indicated in the statistics listed earlier in this report, the total faculty membership was increased by 25 per cent during the years 1935-40. This was necessitated by increased faculty participation in various non-class room activities which in turn often required reduced teaching leads.

6. Curriculum Committee: This committee has been giving considerable thought to the problem of possible ways for making our curriculum more flexible and adaptable to individual student needs and abilities without in any way lowering our standards as a college preparatory school. Ways in which our regular manual work program can become a more effective educational part of our total program are also being studied. Much experimentation is needed and progress must of necessity be slow, but such projects as have been attempted have resulted in enthusiastic reactions from the students involved.

7. Faculty Meetings: Discussions by selected faculty members on topics of educational significance and talks by educational leaders from other schools and colleges are evidences of attempts to make these meetings of more value than they were formerly. Aid of all the faculty is solicited in planning these meetings.

8. Drummond Circle: The primary purpose of this organization, founded five or six years ago, was to afford the faculty an opportunity to carry on the discussion of vital questions raised in the more formal faculty meetings and to study the latest materials on significant educational trends. Those who have attended the sessions are well aware of the freedom with which members have expressed their views and will recall how often the Headmaster has asked leading questions in an effort to encourage constructive criticism of school policy.

9. Assembly Programs: Through the Headmaster's wide contacts, many men of national and international prominence have come to the School to speak at these important student gatherings.

10. Forums: On many occasions during each year students have had the opportunity to discuss special problems with leading men both immediately following the Sunday morning service and at other times during the week.

11. Find-Yourself-Weekend: As a part of the School's total effort to aid students in the solution of their vocational and personal problems, this three-day program was started seven years ago and has each year since been a valuable and important event of the late winter season. Student secretaries to the visiting counselors have benefited greatly from their experience as have the large number of others who voluntarily make appointments for interviews.

12. Cum Laude: The importance of faithful and consistent application to one's scholastic work is continuously stressed and those who win membership in Cum Laude are given a prominent part in the Parent's Day activities when a special induction ceremony is performed at the noon assembly in the presence of a considerable number of parents. Our Headmaster, incidentally, was elected Deputy President General of this National Honor Society in 1939 and now holds the office of President General.

13. Carnegie Music Library: This magnificent addition to the musical facilities of the School has since its receipt in 1936 added greatly to the stimulation of an interest in good music on the Hill. It has been used extensively as a teaching device in the Music appreciation course and has led to the adoption of similar procedures in certain English classes.

14. The Faculty House: Largely through the efforts of Dr. Porter, the property formerly known as the Snow farm, was purchased in 1936 and the house completely renovated to afford those faculty members living in the dormitories the opportunity of enjoying a quiet and restful overnight or weekend away from school. All Housemasters are encouraged to spend one weekend in four off campus and in some cases the

Faculty House has been used for such leaves of absence. Faculty members have also enjoyed the hospitality of the House for their Guests.

Extra Curricular Developments

1. Inter-scholastic program: After a slow and careful beginning during Mr. Spear's leadership, this program has developed and expanded under Dr. Porter's guidance until it now embraces a schedule of four games for most varsity teams and one to four for each team of lesser ability. Of even more recent origin is the annual Memorial Day Track Meet, in which fifteen to twenty public and private schools have participated, and the reorganization of our intramural program on a group rather than a class basis. The intimate student-faculty relationships on the playing field and the contacts with students from other institutions have added greatly to the general morale of the School.

2. Increased Social Program: The past eight years have witnessed a wide expansion of opportunities for social training both in relationships with the Seminary and at numerous well attended school teas on Sunday afternoons.

3. Interest Groups: These have been established to afford students an informal outlet for continuing their own special interests. No pressure has been exerted to keep any group in existence, but when interest was sufficient the school has aided these groups by furnishing faculty leadership and by subsidizing their activities with school funds, these subsidies approved by the Administrative Committee of the Northfield Schools, have averaged less than \$25 per year, and those which have received the largest amounts have more than warranted the expenditures through satisfying and valuable experiences for the individuals concerned and by saving money which the School would have been forced to spend in other ways. The Printing Club has, for example, done many odd jobs at considerably less expense than would be possible elsewhere, and the Dramatic Club, by Saturday evening presentations, has in the past saved the expenses of the usual entertainments. Other groups of importance are the Art Club, the Camera Club, the Faraday Club, the International Club, the Agricultural Club, and the Aviation Club.

4. Choral and Instrumental Groups: Although some activity in these fields has always had a place on the Hill, these groups have become increasingly prominent in the life of the school and command the attention of a far greater number of students than was true a decade ago. Of recent origin are the annual Christmas and Easter choral services, events always keenly anticipated and long to be remembered by the entire school community.

5. Living Conditions: During the past six years much has been done to improve the living conditions of both faculty and students through extensive renovations to West Hall, Overbourn, the Cottages, dormitory parlors, and individual rooms. Many of the rooms have been completely refurnished and attractive pictures are furnished on a very reasonable rental basis.

6. Morning Room Inspections: Though faculty members have sometimes grumbled over this added responsibility, the consensus among both

faculty and students is that this new practice has done much to stimulate neatness and the proper care of the students' rooms.

7. Dormitory Assignments According to Student Age Level: This practice has aided greatly in giving more adequate supervision and attention to the special problems of boys of different ages.

8. The Cabin: This structure, given by a former student and built along plans drawn up by the winner of a student contest, has filled a definite need in the school. Different informal groups of ten to twelve students accompanied by a faculty member have enjoyed its comparative isolation and the opportunity to work together in preparing meals and carrying forward other camping responsibilities on a group basis. Hardly a weekend goes by without the cabin being in use.

9. Parents' Day: This recent innovation has meant much to those able to visit the School on this occasion as it has not only afforded them a first-hand opportunity to observe the School in full swing but it has enabled them to meet with the parents of other boys and with members of the faculty in a leisurely and informal manner. It has also tended to make the Sacred Concert weekend an occasion for Alumni-Homecoming comparable only to the Thanksgiving Day festivities.

10. Community Chest Drive: In contrast to other years when several special fund raising campaigns were sponsored, as many as possible of these have been grouped into one special drive early in the fall. In this and other special activities of the Mount Hermon Church students have taken an increasingly active part.

Summary: The above incomplete list of recent developments is presented not in an effort to create a sense of satisfaction regarding the present status of the School but simply to call attention to the progress which has been made during the past eight years. With such evidence of alert and far-sighted leadership on the part of the headmaster there certainly is every reason to believe that the school will continue to grow and develop to still higher levels of efficient and Christian service. Mount Hermon has had a glorious history serving her country and humanity in a conspicuous manner for sixty-one years. With the cooperation of all her effectiveness can be enhanced and her future secured.

William H. Morrow

W. Howard Niblock

Arthur D. Platt

Gordon F. Pyper